A 2900-3

1983

Association Executive Compensation Study

Compiled by
Priestland Associates
Alexandria, Virginia

Published by the
American Society
of Association Executives
1575 Eye Street, N.W.
Washington, D.C. 20005

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AMERICAN SOCIETY OF ASSOCIATION EXECUTIVES

Single copy price
Members: $50
Nonmembers: $100

Foreword

This 1983 Edition of the ASSOCIATION EXECUTIVE COMPENSATION STUDY is the third in a series of important new studies reporting compensation and benefits afforded to association executives. It presents the most comprehensive data available on current compensation practices in associations of all types and sizes.

More than 1,200 ASAE members provided salary data on over 4,600 individual positions. These individual responses were combined in a number of different ways to allow you to compare compensation levels in your association to those in other, similar associations.

You can use the data in your own salary negotiations; provide copies of the study to your compensation committee; use it to help you establish appropriate salary administration guidelines for your staff.

ASAE is grateful to those members who took time and effort to provide the information that made this analysis possible.

Best regards,

Elissa Matulis Myers

Elissa Matulis Myers, CAE
Director, Division of Member Services

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Introduction

This third survey in the ASAE series of association executive compensation studies covers compensation, benefits and compensation practices. The study reports compensation data on 26 executive positions in trade associations and professional societies in all budget sizes. All salary data were those in effect on January 1, 1983, or as close to that date as possible. Benefits are reported only if they are given to all management personnel.

There were a few changes made in the questions on benefits and compensation practices, and a change was made in three department head listings. However, there were no major changes in this survey compared to the 1981 study. As a consequence, we are able to make some comparisons between the two studies. The sample in both surveys is large enough to be considered representative of association executives throughout the United States.

Survey Sample

Over 1,200 questionnaires were submitted for compilation, and 1,129 were used for the final report. Almost all of the surveys that were not used arrived too late for inclusion.

Twenty-six association positions were defined for the survey. These included twenty-four department head, or staff specialist, positions plus the chief paid executive and the deputy chief paid executive. The data for the latter two positions are not necessarily for the two highest paid executives, since in some instances the number two person, or principal deputy, is not the second highest paid. Also, in a very few associations, the chief executive was reported as the second highest paid by a few thousand dollars. In most associations, however, the principal deputy was the second highest paid.

Respondents were asked to report data for their personnel only if the individual was devoting at least 75% of working time to duties as defined in the position description. Respondents were requested to ignore job title and classify their personnel for reporting purposes only by the defined survey job description.

Format

The data in this study are presented in four sections.

Section I consists of all the salary and compensation data for the chief association executive and the number two person, or principal deputy. In these 11 tables the base salary is shown on the top line for each classification, and the total cash compensation is in parentheses directly under the salary. Compensation data are shown by association budget, scope, type, geographic region, and principal city in the first nine tables. Data on Tables 1 through 7 are further divided between trade associations and professional societies. Tables 8 and 9 present city data for all of the top two executives reporting from those cities, regardless of association type. Tables 10 and 11 provide summary data for the top two association executives for all associations reporting, combining both trade association and professional society data.

Section II contains the next 24 tables (12-35) which report data on total cash compensation for the department head positions most commonly found in associations. Definitions of duties usually performed in these positions are found at the top of each table. Very few people in these positions receive additional cash compensation so only total cash compensation is reported. Base salary and total compensation are equal for most of the people reported in these positions.

Compensation data at the top of each table are given by scope and type for all associations. The rest of the data are divided by trade associations and professional societies and are reported by association budget, geographic area, and scope. Further summary information is available from ASAE for these positions.

The level of compensation for department heads is determined by the amount of responsibility and the priority given that function by the association as well as by the usual determinants of association budget, region, and scope. No association reported compensation information in all 26 positions.

Section III (Tables 36-43) covers a wide range of information on compensation practices, employment history, and benefits of association management personnel. Data on salary administration and benefits cover all management personnel, while data on employment profile and miscellaneous business expenses relate to the chief association executive and number two executive only.

Section IV contains four tables (44-47) which define the characteristics of the survey sample.

Method

The method of analysis used in this survey was varied to suit the section because the sections contain distinctly different data.

In Sections I and II the salaries and total compensation are reported in three ways:

1. The average is one of the two measures of middle salary and total cash compensation. The average salary is the sum of all salaries reported in a position divided by the number reporting.
2. The median compensations were determined by ordering the compensations from lowest value to highest value and choosing the figure where one-half of the results were above and one-half of the results were below.
3. The salary (or total compensation) which is at the mid-point between the lowest and the median and between the median and the highest is also indicated. These are the salaries which have respectively 75% and 25% of the salaries reported above them.

No salary or total compensation data were reported unless there were at least five responses in the particular classification. No data were reported for the quartiles unless there were at least 20 responses.

The geographic regions used in this study are the regions used by the Census Bureau, and contain the following states:

New England—Connecticut, Maine, Massachusetts, New Hampshire, Rhode Island, and Vermont
Middle Atlantic—New Jersey, New York, and Pennsylvania
East North Central—Illinois, Indiana, Michigan, Ohio, and Wisconsin
West North Central—Iowa, Kansas, Minnesota, Missouri, Nebraska, North Dakota, and South Dakota
South Atlantic—Delaware, District of Columbia, Florida, Georgia, Maryland, North Carolina, South Carolina, Virginia, and West Virginia
East South Central—Alabama, Kentucky, Mississippi, and Tennessee
West South Central—Arkansas, Louisiana, Oklahoma, and Texas
Mountain—Arizona, Colorado, Idaho, Montana, Nevada, New Mexico, Utah, and Wyoming
Pacific—Alaska, California, Hawaii, Oregon, Washington

In Section III the answers were reported as follows:

1. All data represents the number and percent of associations providing the specific benefits and other policies.
2. In some cases the data indicates the total responses possible and in others just the number of respondents answering the question.
3. "No answer" is reported where it is appropriate.

In Section IV the data are presented to indicate the number of associations in each class, group, type, and so forth. This section was included to provide the association executive with some indication of the basic characteristics of the sample and to help determine where a particular association fits into the sample.

Definitions

Base Salary—current annual salary.

Additional Cash Compensation—bonus, commissions, other cash payments, and deferred compensation (does not include cost of benefits or miscellaneous business expenses).

Total Cash Compensation—the sum of base salary and additional cash compensation.

Association Scope—extent of geographic spread represented by the association's membership.

Association Type—determined by the nature of the business or profession engaged in by the association members. Associations with a company membership base were classified as "Trade Associations" and divided into the following types: manufacturing; agricultural or food processing; financial or banking; insurance; health care; construction; transportation; wholesale or retail; service industries; other trade associations. Associations with individuals as members rather than companies were classified as "Professional Societies" and divided into the following types: legal; medical; pharmacy; educational; business; insurance; real estate; technical; fraternal or recreational; other professional societies.

Sections I and II
Compensation

Observations

Compensation data were enumerated in exactly the same categories (budget, type, scope, region, and city) as in the 1981 study. There were a few changes in the list of department heads covered in this survey. Two positions were dropped from the list—Employer-Employee Relations Director and Treasurer—and one was added—Personnel Director. The only other change was in a title: the position called "Publication Advertising Manager" in 1981 was changed to "Advertising Sales Manager" this year.

The data in these compensation tables should be considered reliable representations of compensation now being paid to association executives in the United States. In general, it should be said that the larger the number of respondents, the more accurate the compensation level reported. A total of 4,607 individuals are represented in these tables: 1,121 chief paid executives, 700 deputy chief paid executives, and 2,786 department heads. Only five association positions had fewer than 50 persons reported.

The vast majority of salary and total compensation averages and medians show increases from last year's survey. It is to be expected that there are some changes in the sample each year. That is, there is a change from year to year in some of the associations participating. However, there is substantial continuity because many of the same participants respond to the survey each year. The compensation data are meant to be guidelines, showing central tendencies rather than exact amounts. Because the sample for many classifications is large, the average and median salaries would contain very small variations from the norm.

Compensation to association executives has generally kept up with inflation over the last two years. From January 1981 to January 1983 the Consumer Price Index for urban workers increased 12.5%. The following table shows changes in average total compensation levels for 25 association executive positions (no comparative data are available for the Personnel Director). Fifteen of these positions showed at least a 12% increase from 1981 to 1983, while ten went up by somewhat smaller percentages.

Position	1983 Respondents	1981 Average Total Compensation	1983 Average Total Compensation	% Change
Chief Paid Executive	1,121	$48,000	$55,600	+16%
Deputy Chief Paid Executive	700	33,400	38,300	+15%
Director of Administration	360	26,500	29,800	+12%
Advertising Director	41	26,700	30,700	+15%
Advertising Sales Manager*	57	27,900	29,100	+4%
Chief Staff Attorney	91	40,000	47,000	+18%
Chapter Relations Director	60	26,900	29,100	+8%
Chief Economist	27	38,100	45,500	+19%
Communications Director	258	28,900	31,700	+10%
Director of Consumer Affairs	16	26,800	30,500	+14%
Controller	253	27,200	30,400	+12%
Conventions and Meetings Director	230	25,900	28,800	+11%
Education Director	208	27,800	32,600	+17%
Field Staff Director	52	28,700	34,400	+20%
Government Relations Officer	186	33,200	38,500	+16%
Director of Information	40	23,300	29,700	+27%
Marketing Director	68	32,800	34,800	+6%
Member Services Director	120	25,100	30,200	+20%
Membership Director	122	24,800	27,300	+10%
Personnel Director	62	N/A**	28,900	—
Publications Editor	224	24,700	27,200	+10%
Public Relations Director	81	28,900	29,800	+3%
Regional Office Manager	50	29,800	32,400	+9%
Research Director	70	34,400	35,700	+4%
Technical Director	87	33,300	40,400	+21%
Washington Office Head	23	47,200	55,100	+17%

*Previously listed as Publication Advertising Manager

**Data on this position not collected in 1981

Section I

Total Cash Compensation for Chief Paid Executive, Deputy Chief Paid Executive

TABLE 1 Base Salary & Total Cash Compensation

Analysis by Association Budget
Position: Chief Paid Executive

Association Budget	No. of Responses	Average	Median	75% Earn Above This Amount	25% Earn Above This Amount
TRADE ASSOCIATIONS					
$200,000 or less	132	34,100 (35,600)	34,300 (35,100)	26,000 (28,000)	40,000 (41,600)
$200,001- $300,000	89	41,700 (43,400)	40,000 (42,000)	35,000 (35,500)	49,500 (51,000)
$300,001- $500,000	107	50,406 (53,200)	49,300 (50,000)	41,000 (42,000)	56,700 (60,500)
$500,001- $750,000	74	56,300 (59,800)	54,500 (57,700)	45,000 (49,500)	65,000 (67,300)
$750,001- $1,000,000	48	61,750 (67,000)	59,200 (65,000)	50,200 (52,800)	74,200 (76,300)
$1,000,001- $2,500,000	115	69,900 (73,500)	68,900 (72,000)	56,300 (60,000)	80,000 (83,900)
$2,500,001- $5,000,000	36	86,100 (93,300)	80,600 (90,000)	60,500 (66,100)	107,000 (117,300)
$5,000,001- $10,000,000	18	99,000 (103,900)	92,500 (92,500)	* *	* *
Over $10,000,000	16	147,700 (157,700)	142,500 (152,800)	* *	* *
PROFESSIONAL SOCIETIES					
$200,000 or less	77	27,500 (28,000)	27,500 (28,000)	22,700 (23,100)	32,200 (32,900)
$200,001- $300,000	53	37,400 (38,800)	36,000 (37,400)	31,200 (32,100)	43,000 (45,900)
$300,001- $500,000	73	38,500 (40,400)	38,000 (39,000)	32,100 (32,500)	42,600 (44,200)
$500,001- $750,000	59	46,300 (49,000)	44,000 (46,400)	38,600 (41,200)	52,000 (57,000)
$750,001- $1,000,000	42	50,400 (52,600)	48,800 (51,000)	44,900 (45,000)	55,500 (56,900)
$1,000,001- $2,500,000	89	55,100 (57,300)	54,000 (55,000)	45,000 (48,100)	65,400 (65,400)
$2,500,001- $5,000,000	57	63,900 (65,800)	64,000 (64,600)	51,300 (53,400)	74,300 (78,500)
$5,000,001- $10,000,000	28	77,400 (83,100)	72,800 (76,400)	68,500 (70,000)	87,500 (94,400)
Over $10,000,000	8	93,600 (95,200)	99,400 (99,400)	* *	* *

*Indicates too few responses to obtain statistically valid information.

IMPORTANT NOTE: Includes associations of all types and of all scopes.

TABLE 2 Base Salary & Total Cash Compensation

Analysis by Association Budget
Position: Deputy Chief Paid Executive

Association Budget	No. of Responses	Average	Median	75% Earn Above This Amount	25% Earn Above This Amount
TRADE ASSOCIATIONS					
$200,000 or less	24	21,800 (22,700)	20,900 (22,800)	17,000 (17,300)	25,800 (26,000)
$200,001- $300,000	50	22,300 (23,400)	21,500 (22,400)	19,000 (19,500)	25,000 (26,300)
$300,001- $500,000	78	29,400 (30,200)	28,000 (28,000)	22,000 (23,800)	36,100 (36,300)
$500,001- $750,000	62	35,500 (36,900)	34,000 (35,300)	26,900 (27,400)	43,300 (44,600)
$750,001- $1,000,000	40	40,600 (42,100)	41,200 (43,500)	34,300 (35,600)	46,000 (48,400)
$1,000,001- $2,500,000	87	44,500 (45,400)	42,500 (43,000)	37,000 (38,000)	52,300 (52,500)
$2,500,001- $5,000,000	32	54,500 (57,400)	51,800 (55,000)	38,600 (40,600)	66,700 (70,800)
$5,000,001- $10,000,000	15	64,100 (66,900)	66,100 (66,100)	* *	* *
Over $10,000,000	16	87,400 (89,700)	87,500 (88,400)	* *	* *
PROFESSIONAL SOCIETIES					
$200,000 or less	15	19,200 (19,300)	19,700 (19,700)	* *	* *
$200,001- $300,000	27	21,300 (21,700)	20,600 (20,900)	16,800 (16,800)	25,000 (25,000)
$300,001- $500,000	45	23,500 (23,700)	22,000 (22,000)	20,000 (20,000)	27,300 (27,800)
$500,001- $750,000	37	30,000 (30,700)	30,500 (31,500)	25,400 (25,600)	35,000 (35,500)
$750,001- $1,000,000	32	29,600 (31,300)	31,200 (32,800)	23,800 (25,500)	35,000 (36,100)
$1,000,001- $2,500,000	68	36,400 (37,300)	36,100 (37,000)	28,700 (30,300)	42,200 (42,500)
$2,500,001- $5,000,000	43	47,300 (47,700)	49,000 (49,000)	38,000 (38,000)	55,800 (56,400)
$5,000,001- $10,000,000	21	58,300 (61,100)	54,000 (57,500)	49,800 (51,200)	67,200 (68,900)
Over $10,000,000	8	70,400 (73,800)	67,800 (70,500)	* *	* *

*Indicates too few responses to obtain statistically valid information.

IMPORTANT NOTE: Includes associations of all types and of all scopes.

TABLE 3 Base Salary & Total Cash Compensation

Analysis by Association Scope

Position: Chief Paid Executive, Deputy Chief Paid Executive

Association Scope	No. of Responses	Average	Median	75% Earn Above This Amount	25% Earn Above This Amount
CHIEF PAID EXECUTIVE					
TRADE ASSOCIATIONS					
National	250	71,600 (74,900)	65,000 (66,000)	48,100 (50,000)	82,000 (86,300)
State/Regional	302	48,700 (51,700)	45,000 (48,300)	36,000 (37,500)	58,100 (60,800)
Local	83	41,500 (45,400)	37,700 (41,400)	31,000 (33,000)	49,000 (52,000)
PROFESSIONAL SOCIETIES					
National	224	54,400 (56,700)	50,000 (53,300)	40,000 (41,100)	67,100 (70,200)
State/Regional	186	42,500 (44,200)	40,000 (41,100)	30,900 (32,600)	50,900 (53,200)
Local	76	41,400 (43,200)	38,000 (41,700)	29,100 (29,300)	53,200 (56,500)
DEPUTY CHIEF PAID EXECUTIVE					
TRADE ASSOCIATIONS					
National	168	48,300 (49,400)	42,500 (42,800)	34,000 (34,600)	58,000 (58,900)
State/Regional	195	33,000 (34,300)	30,000 (31,100)	23,300 (24,000)	40,800 (44,500)
Local	41	29,100 (31,200)	25,000 (28,000)	20,900 (21,500)	37,300 (37,800)
PROFESSIONAL SOCIETIES					
National	151	38,900 (39,800)	36,200 (37,000)	26,000 (26,500)	50,000 (51,400)
State/Regional	102	31,200 (31,900)	29,000 (29,500)	22,000 (22,000)	35,300 (38,000)
Local	43	28,100 (29,700)	25,000 (25,000)	18,500 (20,000)	35,000 (37,800)

IMPORTANT NOTE: Includes associations of all budget sizes and of all types.

TABLE 4 Base Salary & Total Cash Compensation

Analysis by Association Type
Position: Chief Paid Executive

Association Type	No. of Responses	Average	Median	75% Earn Above This Amount	25% Earn Above This Amount
TRADE ASSOCIATIONS					
Manufacturing	119	67,200 (71,300)	60,000 (65,000)	44,000 (47,500)	77,000 (82,500)
Agricultural or Food Processing	53	56,800 (58,800)	49,100 (49,300	38,500 (38,800)	69,000 (69,000)
Financial and Banking	52	65,800 (71,200)	58,100 (61,400)	50,000 (52,400)	77,500 (84,000)
Insurance	12	60,700 (62,200)	53,700 (56,400)	* *	* *
Health Care	47	57,300 (59,300)	50,000 (53,900)	39,000 (39,100)	76,000 (78,000)
Construction	101	46,000 (48,400)	40,400 (44,300)	35,300 (36,000)	53,000 (53,300)
Transportation	16	54,200 (56,000)	49,400 (50,400)	* *	* *
Wholesale or Retail	87	52,100 (56,700)	45,000 (48,000)	35,000 (35,500)	57,800 (67,000)
Service Industries	121	53,300 (56,000)	50,000 (51,000)	37,300 (38,800)	61,800 (65,000)
Other	27	62,200 (65,500)	63,000 (70,000)	41,100 (44,000)	83,000 (83,000)
TOTAL TRADE ASSOCIATIONS	635	56,700 (60,000)	50,000 (53,000)	38,700 (40,000)	67,000 (71,000)
PROFESSIONAL SOCIETIES					
Legal	26	52,300 (53,700)	55,900 (60,700)	36,100 (38,900)	65,800 (66,400)
Medical	127	47,700 (49,600)	44,000 (45,000)	33,000 (34,000)	60,000 (60,000)
Pharmacy	11	36,500 (37,100)	34,500 (35,000)	* *	* *
Educational	61	45,000 (46,700)	44,000 (45,000)	34,400 (35,100)	50,500 (55,600)
Business	65	54,600 (56,700)	53,500 (54,000)	40,000 (41,000)	67,800 (72,700)
Insurance	19	40,100 (41,100)	3[illegible],200 (34,400)	* *	* *
Real Estate	41	41,500 (44,500)	38,000 (41,500)	27,500 (28,000)	50,500 (56,000)
Technical	75	55,400 (58,000)	50,500 (53,000)	39,000 (39,000)	69,700 (71,500)
Fraternal, Recreational, or Charitable	56	40,800 (42,500)	40,000 (41,800)	32,200 (32,600)	49,600 (50,800)
Other	5	41,100 (45,400)	41,400 (47,600)	* *	* *
TOTAL PROFESSIONAL SOCIETIES	486	47,800 (49,800)	44,400 (46,000)	34,000 (34,700)	58,900 (60,600)

*Indicates too few responses to obtain statistically valid information.

IMPORTANT NOTE: Includes associations of all budget sizes and of all scopes.

TABLE 5 Base Salary & Total Cash Compensation

Analysis by Association Type
Position: Deputy Chief Paid Executive

Association Type	No. of Responses	Average	Median	75% Earn Above This Amount	25% Earn Above This Amount
TRADE ASSOCIATIONS					
Manufacturing	76	46,300 (47,600)	42,300 (42,800)	28,200 (28,200)	55,500 (58,800)
Agricultural or Food Processing	35	38,800 (39,300)	38,500 (39,000)	27,000 (27,000)	47,500 (49,000)
Financial and Banking	41	42,200 (44,400)	38,000 (39,500)	32,400 (32,500)	44,500 (48,000)
Insurance	7	35,300 (36,500)	33,900 (34,000)	* *	* *
Health Care	32	40,300 (41,600)	40,000 (40,400)	24,000 (24,000)	51,500 (51,500)
Construction	50	33,100 (34,200)	30,500 (31,200)	24,000 (25,800)	40,100 (42,100)
Transportation	13	32,900 (33,000)	27,000 (27,000)	* *	* *
Wholesale or Retail	48	34,700 (36,400)	33,000 (33,800)	24,000 (24,100)	39,500 (40,000)
Service Industries	81	37,000 (38,300)	30,000 (31,900)	22,700 (24,300)	45,300 (47,000)
Other	21	40,500 (42,300)	42,000 (42,000)	25,000 (28,000)	52,800 (52,800)
TOTAL TRADE ASSOCIATIONS	404	38,900 (40,300)	36,000 (36,400)	25,000 (26,000)	46,000 (48,500)
PROFESSIONAL SOCIETIES					
Legal	16	40,100 (40,500)	45,600 (46,400)	* *	* *
Medical	78	34,100 (35,300)	29,800 (30,000)	22,000 (22,000)	42,100 (43,200)
Pharmacy	6	24,500 (24,600)	23,300 (23,500)	* *	* *
Educational	42	34,900 (35,500)	34,800 (35,000)	27,900 (28,800)	39,400 (39,400)
Business	35	35,700 (36,500)	34,000 (35,000)	26,000 (26,400)	42,000 (42,000)
Insurance	7	33,400 (33,400)	23,100 (23,100)	* *	* *
Real Estate	19	31,100 (32,400)	25,000 (25,000)	* *	* *
Technical	50	41,500 (42,900)	39,300 (39,600)	27,300 (27,600)	54,000 (54,100)
Fraternal, Recreational, or Charitable	41	27,900 (28,500)	26,000 (27,500)	20,200 (20,400)	33,400 (33,400)
Other	2	* *	* *	* *	* *
TOTAL PROFESSIONAL SOCIETIES	296	34,700 (35,600)	32,000 (32,600)	23,000 (23,200)	42,200 (43,200)

*Indicates too few responses to obtain statistically valid information.

IMPORTANT NOTE: Includes associations of all budget sizes and of all scopes.

TABLE 6 Base Salary & Total Cash Compensation

Analysis by Association Region
Position: Chief Paid Executive

Geographic Region	No. of Responses	Average	Median	75% Earn Above This Amoun.	25% Earn Above This Amount
TRADE ASSOCIATIONS					
New England	33	43,000 (44,600)	38,900 (38,000)	31,500 (32,300)	54,900 (55,800)
Middle Atlantic	74	57,800 (60,500)	50,500 (53,500)	37,900 (38,600)	74,100 (74,400)
East North Central	136	56,700 (60,000)	53,000 (55,500)	42,000 (43,100)	66,400 (68,900)
West North Central	44	47,700 (50,900)	43,000 (45,000)	36,300 (38,000)	57,000 (57,900)
South Atlantic	182	68,000 (71,500)	60,000 (64,000)	43,700 (46,000)	80,000 (82,100)
East South Central	28	47,700 (50,100)	43,000 (46,800)	36,900 (38,300)	57,300 (57,700)
West South Central	38	51,900 (56,200)	45,000 (50,200)	38,400 (40,000)	61,100 (72,000)
Mountain	31	48,800 (51,200)	44,000 (46,300)	35,600 (38,000)	63,800 (68,000)
Pacific	69	48,200 (52,400)	45,000 (49,000)	36,000 (38,500)	56,300 (64,700)
PROFESSIONAL SOCIETIES					
New England	13	51,700 (53,700)	50,000 (52,000)	* *	* *
Middle Atlantic	57	52,600 (53,900)	49,200 (49,200)	34,700 (34,700)	65,200 (68,400)
East North Central	125	49,600 (51,100)	45,700 (46,200)	34,800 (35,400)	63,000 (64,100)
West North Central	35	41,000 (43,700)	38,500 (41,000)	33,200 (34,000)	48,100 (50,900)
South Atlantic	110	49,100 (51,600)	46,000 (50,000)	35,000 (37,400)	59,000 (63,000)
East South Central	20	36,100 (38,400)	36,500 (38,300)	30,900 (31,000)	42,800 (45,900)
West South Central	38	49,800 (52,300)	47,000 (47,000)	33,100 (33,900)	70,000 (71,500)
Mountain	32	41,100 (42,800)	37,600 (39,800)	30,000 (30,000)	50,400 (52,600)
Pacific	56	46,300 (48,400)	43,300 (44,200)	32,900 (33,300)	55,000 (57,100)

*Indicates too few responses to obtain statistically valid information.

IMPORTANT NOTE: Includes associations of all budget sizes, all types and all scopes.

TABLE 7 Base Salary & Total Cash Compensation

Analysis by Association Region
Position: Deputy Chief Paid Executive

Geographic Region	No. of Responses	Average	Median	75% Earn Above This Amount	25% Earn Above This Amount
TRADE ASSOCIATIONS					
New England	17	32,600 (33,300)	27,000 (27,000)	* *	* *
Middle Atlantic	46	43,700 (44,800)	40,400 (40,400)	28,500 (28,500)	52,300 (52,600)
East North Central	94	37,300 (39,100)	34,500 (35,700)	26,500 (27,400)	42,900 (44,100)
West North Central	27	31,900 (32,600)	27,500 (27,500)	22,000 (24,000)	42,300 (46,400)
South Atlantic	119	45,600 (46,400)	40,000 (40,000)	28,000 (28,000)	55,700 (56,000)
East South Central	16	30,000 (31,800)	29,500 (30,600)	* *	* *
West South Central	22	36,600 (39,300)	35,500 (40,000)	23,700 (24,900)	46,100 (52,500)
Mountain	19	35,900 (36,300)	36,900 (38,900)	* *	* *
Pacific	44	32,100 (34,100)	32,500 (33,500)	24,000 (24,200)	39,200 (42,200)
PROFESSIONAL SOCIETIES					
New England	9	36,400 (37,600)	32,000 (32,400)	* *	* *
Middle Atlantic	43	36,000 (36,800)	33,000 (33,000)	24,500 (24,500)	42,600 (44,000)
East North Central	83	35,300 (35,800)	33,000 (33,000)	24,000 (24,000)	43,000 (43,000)
West North Central	24	24,700 (26,200)	24,500 (27,800)	20,100 (20,100)	28,800 (31,400)
South Atlantic	56	39,000 (39,800)	37,700 (38,000)	25,400 (25,400)	51,100 (53,200)
East South Central	6	28,000 (29,200)	27,500 (28,300)	* *	* *
West South Central	29	33,400 (34,500)	30,000 (34,700)	18,900 (19,200)	47,000 (47,800)
Mountain	19	29,600 (31,100)	28,000 (28,000)	* *	* *
Pacific	27	36,700 (38,200)	33,000 (33,000)	25,700 (25,700)	38,800 (43,600)

*Indicates too few responses to obtain statistically valid information.

IMPORTANT NOTE: Includes associations of all budget sizes, all types and all scopes.

TABLE 8 Base Salary & Total Cash Compensation

Analysis by Selected Metropolitan Areas
Position: Chief Paid Executive

Metropolitan Area	No. of Responses	Average	Median	75% Earn Above This Amount	25% Earn Above This Amount
Atlanta	13	57,200 (59,600)	50,000 (55,000)	* *	* *
Austin	22	51,700 (54,200)	47,500 (51,800)	39,500 (40,000)	61,600 (69,200)
Boston	16	51,800 (53,400)	51,000 (51,700)	* *	* *
Chicago	92	62,200 (64,700)	56,100 (59,800)	44,300 (47,600)	73,800 (80,000)
Cleveland	6	50,800 (51,800)	59,300 (61,600)	* *	* *
Columbus	23	48,200 (50,700)	44,000 (47,300)	34,500 (38,000)	56,000 (60,500)
Dallas	13	58,700 (62,000)	69,700 (71,000)	* *	*
Denver	23	49,000 (51,000)	45,500 (48,500)	33,000 (38,000)	60,000 (60,000)
Des Moines	16	44,600 (46,300)	41,000 (47,000)	* *	* *
Detroit	6	54,700 (56,900)	56,500 (58,000)	* *	* *
Harrisburg	13	47,900 (48,700)	41,000 (41,000)	* *	* *
Indianapolis	23	50,900 (52,400)	45,000 (46,500)	42,000 (42,500)	60,000 (60,000)
Kansas City	7	42,600 (45,300)	40,000 (40,000)	* *	* *
Lansing	20	49,300 (52,100)	50,500 (51,000)	36,500 (37,300)	56,500 (59,400)
Los Angeles	31	49,900 (55,200)	47,000 (50,300)	34,400 (35,500)	60,000 (64,600)
Minneapolis	18	44,100 (46,600)	41,000 (42,200)	* *	* *
New York City	49	64,500 (66,900)	62,500 (65,000)	40,400 (40,400)	81,500 (86,800)
Philadelphia	10	42,500 (43,800)	45,000 (45,000)	* *	* *
Phoenix	8	54,600 (57,700)	57,000 (57,000)	* *	* *
Sacramento	19	52,300 (55,600)	45,000 (52,000)	* *	* *
San Francisco	11	50,600 (55,300)	42,500 (46,000)	* *	* *
St. Louis	13	54,300 (60,900)	48,100 (50,000)	* *	* *
Washington, D.C.	177	70,400 (73,500)	64,000 (65,000)	46,200 (50,000)	80,000 (81,800)

*Indicates too few responses to obtain statistically valid information.

IMPORTANT NOTE: Includes associations of all budget sizes, all types and all scopes.

TABLE 9 Base Salary & Total Cash Compensation

Analysis by Selected Metropolitan Areas
Position: Deputy Chief Paid Executive

Metropolitan Area	No. of Responses	Average	Median	75% Earn Above This Amount	25% Earn Above This Amount
Atlanta	6	40,200 (41,000)	39,000 (39,000)	* *	* *
Austin	16	36,100 (37,800)	33,000 (35,000)	* *	* *
Boston	11	34,700 (35,500)	27,000 (27,000)	* *	* *
Chicago	64	40,800 (41,700)	37,000 (37,200)	27,000 (27,200)	49,600 (50,400)
Cleveland	3	* *	* *	* *	* *
Columbus	17	34,700 (36,600)	33,000 (34,100)	* *	* *
Dallas	7	41,500 (43,600)	42,000 (45,500)	* *	* *
Denver	16	39,100 (39,600)	34,300 (35,200)	* *	* *
Des Moines	10	32,600 (34,900)	27,300 (32,300)	* *	* *
Detroit	6	36,400 (37,500)	37,300 (37,300)	* *	* *
Harrisburg	9	36,800 (36,800)	26,500 (26,500)	* *	* *
Indianapolis	19	29,800 (30,600)	29,500 (30,000)	* *	* *
Kansas City	4	* *	* *	* *	* *
Lansing	11	36,800 (38,400)	35,000 (36,300)	* *	* *
Los Angeles	20	35,100 (37,200)	29,000 (29,900)	24,300 (24,300)	37,500 (41,300)
Minneapolis	11	25,500 (25,800)	24,000 (26,400)	* *	* *
New York City	36	44,000 (45,300)	38,000 (39,400)	28,200 (28,700)	59,300 (59,300)
Philadelphia	6	42,200 (42,400)	34,500 (34,500)	* *	* *
Phoenix	6	36,600 (40,000)	41,300 (41,400)	* *	* *
Sacramento	14	30,200 (32,400)	26,300 (29,900)	* *	* *
San Francisco	5	27,200 (27,900)	30,500 (30,500)	* *	* *
St. Louis	10	31,800 (33,700)	32,000 (33,500)	* *	* *
Washington, D.C.	119	50,100 (50,900)	46,000 (46,400)	35,000 (36,000)	61,000 (62,400)

*Indicates too few responses to obtain statistically valid information.

IMPORTANT NOTE: Includes associations of all budget sizes, all types and all scopes.

TABLE 10 Summary Data—Base Salary & Total Cash Compensation

Position: Chief Paid Executive

Association Budget	No. of Responses	Average	Median	75% Earn Above This Amount	25% Earn Above This Amount
$200,000 or less	209	31,700 (32,800)	30,400 (32,400)	24,500 (25,000)	37,300 (38,800)
$200,001- $300,000	142	40,100 (41,700)	39,000 (40,000)	33,500 (34,400)	45,800 (48,600)
$300,001- $500,000	180	45,600 (48,000)	43,000 (45,100)	36,000 (38,000)	52,000 (55,300)
$500,001- $750,000	133	51,900 (55,000)	49,500 (53,000)	41,600 (43,900)	61,000 (63,500)
$750,001- $1,000,000	90	56,500 (60,300)	52,500 (55,000)	46,400 (49,500)	62,600 (68,500)
$1,000,001- $2,500,000	204	63,500 (66,500)	62,500 (65,000)	50,000 (52,000)	74,500 (78,000)
$2,500,001- $5,000,000	93	72,500 (76,400)	68,500 (70,500)	55,000 (60,000)	84,500 (89,100)
$5,000,001- $10,000,000	46	85,800 (91,200)	79,300 (82,800)	69,500 (70,000)	97,500 (102,700)
Over $10,000,000	24	129,700 (137,200)	113,800 (116,500)	81,500 (92,200)	164,000 (191,800)
Association Region					
New England	46	45,500 (47,200)	42,000 (42,500)	32,400 (34,000)	56,800 (56,800)
Middle Atlantic	131	55,500 (57,600)	50,000 (52,000)	36,800 (37,000)	69,500 (70,500)
East North Central	261	53,300 (55,700)	50,000 (50,600)	37,300 (38,000)	65,000 (66,800)
West North Central	79	44,800 (47,700)	41,000 (43,000)	34,100 (37,000)	53,600 (56,300)
South Atlantic	292	60,900 (64,000)	52,500 (56,000)	40,100 (42,600)	71,500 (76,100)
East South Central	48	42,900 (45,300)	40,800 (41,900)	33,500 (35,000)	51,000 (56,100)
West South Central	76	50,900 (54,300)	45,000 (50,000)	36,000 (39,700)	69,400 (71,700)
Mountain	63	44,900 (46,900)	41,200 (45,000)	32,000 (32,000)	55,400 (55,600)
Pacific	125	47,400 (50,600)	44,300 (46,000)	35,200 (36,000)	55,000 (60,000)
Association Scope					
National	474	63,400 (66,300)	56,000 (60,000)	44,000 (45,000)	74,000 (78,100)
State/Regional	488	46,300 (48,800)	43,000 (45,000)	34,000 (35,000)	55,000 (59,000)
Local	159	41,500 (44,300)	38,000 (41,500)	30,000 (32,000)	50,000 (55,000)

IMPORTANT NOTE: Includes associations of all budget sizes, all types and all scopes.

TABLE 11 Summary Data—Base Salary & Total Cash Compensation

Position: Deputy Chief Paid Executive

Association Budget	No. of Responses	Average	Median	75% Earn Above This Amount	25% Earn Above This Amount
$200,000 or less	39	20,800 (21,400)	20,000 (21,000)	16,000 (16,500)	24,500 (25,000)
$200,001- $300,000	77	21,900 (22,800)	21,000 (22,000)	17,700 (18,600)	25,000 (26,000)
$300,001- $500,000	123	27,300 (27,900)	25,000 (26,500)	21,000 (21,000)	32,600 (33,000)
$500,001- $750,000	99	33,400 (34,600)	32,000 (33,000)	26,500 (27,000)	40,000 (40,500)
$750,001- $1,000,000	72	35,700 (37,300)	35,500 (36,100)	28,700 (30,000)	44,000 (45,800)
$1,000,001- $2,500,000	155	41,000 (41,900)	40,000 (40,000)	33,800 (34,000)	46,800 (48,000)
$2,500,001- $5,000,000	75	50,400 (51,800)	49,000 (51,900)	38,500 (39,600)	61,000 (63,000)
$5,000,001- $10,000,000	36	60,700 (63,500)	60,600 (61,200)	50,000 (51,100)	70,000 (72,000)
Over $10,000,000	24	81,700 (84,400)	84,700 (85,200)	60,500 (61,700)	98,000 (100,000)
Association Region					
New England	26	33,900 (34,800)	31,100 (31,400)	26,000 (26,000)	41,400 (45,000)
Middle Atlantic	89	40,000 (40,900)	36,200 (36,200)	26,000 (26,000)	46,000 (49,000)
East North Central	177	36,400 (37,500)	34,000 (35,000)	25,000 (25,600)	42,900 (43,900)
West North Central	51	28,500 (29,600)	26,000 (27,500)	21,000 (21,000)	33,800 (36,000)
South Atlantic	175	43,500 (44,300)	39,000 (40,000)	27,000 (28,000)	54,000 (54,000)
East South Central	22	29,500 (31,100)	29,500 (30,600)	20,800 (21,900)	35,800 (38,100)
West South Central	51	34,800 (36,600)	31,000 (34,900)	20,400 (21,400)	45,900 (50,000)
Mountain	38	32,700 (33,700)	29,600 (29,600)	21,700 (21,700)	41,000 (41,200)
Pacific	71	33,800 (35,700)	33,000 (33,000)	24,000 (25,000)	38,800 (42,300)
Association Scope					
National	319	43,900 (44,900)	40,000 (40,000)	30,000 (30,000)	53,400 (54,000)
State/Regional	357	32,400 (33,500)	29,800 (30,000)	22,500 (23,700)	39,500 (41,500)
Local	84	28,600 (30,400)	25,000 (25,500)	20,000 (20,600)	36,000 (37,600)

IMPORTANT NOTE: Includes associations of all budget sizes, all types and all scopes.

Section II

Total Cash Compensation for Department Head Personnel

TABLE 12 Total Cash Compensation
Position: Director of Administration

Description of Functions: Handles the internal administrative matters of the association. Responsible for efficient administration of the association's headquarters and field offices, including personnel, space, office equipment, facilities, vehicles, and necessary supporting services (e.g., mail, messenger, switchboard, reservations, receptionist, etc.). If the position of Controller does not exist, also administers the accounting, payroll, and disbursement functions.

SCOPE	No. Resp.	Avg.	Med.	75% Earn Above This Amt.	25% Earn Above This Amt.
National	184	$35,200	$31,700	$24,000	$43,800
State/Regional	149	24,100	20,700	17,100	28,700
Local	27	25,100	26,000	16,100	30,000

TYPE					
Trade Associations	220	29,600	25,100	18,900	35,200
Professional Societies	140	30,200	27,400	19,400	36,000

	TRADE ASSOCIATIONS					PROFESSIONAL SOCIETIES				
BUDGET	No. Resp.	Avg.	Med.	75% Earn Above This Amt.	25% Earn Above This Amt.	No. Resp.	Avg.	Med.	75% Earn Above This Amt.	25% Earn Above This Amt.
$200,000 or less	8	$18,400	$16,500	*	*	3	*	*	*	*
$200,001-$300,000	13	15,200	15,000	*	*	4	*	*	*	*
$300,001-$500,000	35	19,800	19,400	$16,700	$22,800	14	$18,400	$17,700	*	*
$500,001-$750,000	33	24,200	22,200	18,800	28,800	12	21,700	19,300	*	*
$750,001-$1,000,000	19	25,700	25,000	*	*	10	23,700	25,400	*	*
$1,000,001-$2,500,000	62	29,000	26,800	22,000	37,000	41	28,300	26,500	$21,300	$33,300
$2,500,001-$5,000,000	23	42,100	41,500	30,000	51,500	34	33,700	32,800	26,000	41,800
$5,000,001-$10,000,000	13	48,400	45,000	*	*	18	44,500	42,700	*	*
Over $10,000,000	14	56,100	49,000	*	*	4	*	*	*	*
AREA										
New England	8	19,800	17,800	*	*	4	*	*	*	*
Middle Atlantic	24	34,500	30,600	23,000	44,900	16	32,800	26,200	*	*
East North Central	51	28,600	25,900	19,400	34,500	44	28,600	27,000	19,400	35,900
West North Central	11	21,500	18,000	*	*	11	21,800	20,500	*	*
South Atlantic	71	34,400	29,000	20,500	44,000	33	34,700	33,500	22,400	43,300
East South Central	8	22,300	19,300	*	*	1	*	*	*	*
West South Central	16	26,300	23,200	*	*	12	26,600	24,300	*	*
Mountain	11	25,600	23,000	*	*	4	*	*	*	*
Pacific	20	24,800	21,800	18,700	27,500	15	32,900	28,900	*	*
SCOPE										
National	106	35,700	32,000	23,800	44,300	78	34,500	29,800	24,000	42,500
State/Regional	100	23,500	20,600	17,000	28,200	49	25,200	21,200	18,100	29,000
Local	14	26,800	25,000	*	*	13	23,200	26,000	*	*

*Indicates too few responses to obtain statistically valid information.

TABLE 13 Total Cash Compensation
Position: Advertising Director

Description of Functions: Develops and administers the association's national, regional and/or local advertising activities. Assists members and member committees in development and execution of their advertising programs. Maintains liaison and makes arrangements with advertising agencies and media. Initiates association advertising plans and programs. (Do not confuse with Publication Advertising Manager, who has the responsibility for selling advertising in association publications.)

SCOPE	No. Resp.	Avg.	Med.	75% Earn Above This Amt.	25% Earn Above This Amt.
National	29	$32,500	$31,000	$25,000	$38,500
State/Regional	9	26,300	20,000	*	*
Local	3	*	*	*	*

TYPE					
Trade Associations	28	29,300	29,700	20,500	34,200
Professional Societies	13	33,700	34,900	*	*

	TRADE ASSOCIATIONS					PROFESSIONAL SOCIETIES				
BUDGET	No. Resp.	Avg.	Med.	75% Earn Above This Amt.	25% Earn Above This Amt.	No. Resp.	Avg.	Med.	75% Earn Above This Amt.	25% Earn Above This Amt.
$200,000 or less	0	—	—	—	—	0	—	—	—	—
$200,001-$300,000	2	*	*	*	*	0	—	—	—	—
$300,001-$500,000	1	*	*	*	*	1	*	*	*	*
$500,001-$750,000	0	—	—	—	—	0	—	—	—	—
$750,001-$1,000,000	4	*	*	*	*	0	—	—	—	—
$1,000,001-$2,500,000	7	$25,100	$25,000	*	*	5	$25,500	$28,000	*	*
$2,500,001-$5,000,000	3	*	*	*	*	3	*	*	*	*
$5,000,001-$10,000,000	4	*	*	*	*	3	*	*	*	*
Over $10,000,000	7	35,000	34,600	*	*	1	*	*	*	*
AREA										
New England	1	*	*	*	*	1	*	*	*	*
Middle Atlantic	0	—	—	—	—	2	*	*	*	*
East North Central	8	35,000	32,300	*	*	2	*	*	*	*
West North Central	4	*	*	*	*	1	*	*	*	*
South Atlantic	7	27,100	24,000	*	*	3	*	*	*	*
East South Central	1	*	*	*	*	0	—	—	—	—
West South Central	2	*	*	*	*	0	—	—	—	—
Mountain	3	*	*	*	*	1	*	*	*	*
Pacific	2	*	*	*	*	3	*	*	*	*
SCOPE										
National	21	30,400	30,000	24,500	34,700	8	38,000	37,500	*	*
State/Regional	6	26,000	19,000	*	*	3	*	*	*	*
Local	1	*	*	*	*	2	*	*	*	*

*Indicates too few responses to obtain statistically valid information.

TABLE 14 Total Cash Compensation

Positon: Advertising Sales Manager

Description of Functions: Directs the promotion, marketing, selling, and servicing of advertising in the association's major periodical and special publications. This includes direct selling and may include the supervision of other salespersons or outside sales representatives. (Do not confuse with Advertising Director, who has responsibility for directing industry advertising effort.)

SCOPE	No. Resp.	Avg.	Med.	75% Earn Above This Amt.	25% Earn Above This Amt.
National	50	$29,500	$26,000	$21,400	$37,300
State/Regional	4	*	*	*	*
Local	3	*	*	*	*

TYPE					
Trade Associations	18	28,600	24,500	*	*
Professional Societies	39	29,300	26,200	21,600	37,000

	TRADE ASSOCIATIONS					PROFESSIONAL SOCIETIES				
BUDGET	No. Resp.	Avg.	Med.	75% Earn Above This Amt.	25% Earn Above This Amt.	No. Resp.	Avg.	Med.	75% Earn Above This Amt.	25% Earn Above This Amt.
$200,000 or less	0	—	—	—	—	0	—	—	—	—
$200,001-$300,000	0	—	—	—	—	1	*	*	*	*
$300,001-$500,000	0	—	—	—	—	0	—	—	—	—
$500,001-$750,000	0	—	—	—	—	0	—	—	—	—
$750,001-$1,000,000	0	—	—	—	—	4	*	*	*	*
$1,000,001-$2,500,000	9	$24,100	$20,000	*	*	9	$25,500	$24,800	*	*
$2,500,001-$5,000,000	3	*	*	*	*	13	33,000	28,200	*	*
$5,000,001-$10,000,000	2	*	*	*	*	9	29,600	26,200	*	*
Over $10,000,000	4	*	*	*	*	3	*	*	*	*

AREA										
New England	0	—	—	—	—	3	*	*	*	*
Middle Atlantic	2	*	*	*	*	4	*	*	*	*
East North Central	3	*	*	*	*	13	29,400	27,000	*	*
West North Central	1	*	*	*	*	2	*	*	*	*
South Atlantic	8	24,500	22,800	*	*	11	20,900	20,900	*	*
East South Central	0	—	—	—	—	0	—	—	—	—
West South Central	3	*	*	*	*	3	*	*	*	*
Mountain	0	—	—	—	—	3	*	*	*	*
Pacific	1	*	*	*	*	0	—	—	—	—

SCOPE										
National	13	28,800	24,000	*	*	37	$29,800	$26,400	$21,800	$37,500
State/Regional	2	*	*	*	*	2	*	*	*	*
Local	3	*	*	*	*	0	—	—	—	—

*Indicates too few responses to obtain statistically valid information.

TABLE 15 Total Cash Compensation
Position: Chief Staff Attorney

Description of Functions: Serves as the full-time head of the association's legal staff. This position is a staff position, not outside counsel. Handles legal matters pertaining to association activities. Provides legal advice to other association personnel or members on association matters. May engage outside counsel as required. May represent the association in matters of litigation. May appear as a witness before legislative, regulatory, or administrative agencies. However, if this individual spends 75% or more of his/her time on government relations, salary should be reported as Government Relations Director.

SCOPE	No. Resp.	Avg.	Med.	75% Earn Above This Amt.	25% Earn Above This Amt.
National	41	$54,000	$50,000	$38,200	$63,500
State/Regional	48	41,400	38,500	33,600	49,700
Local	2	*	*	*	*
TYPE					
Trade Associations	56	49,200	46,000	35,000	60,900
Professional Societies	35	43,600	39,000	34,600	51,300

	TRADE ASSOCIATIONS					PROFESSIONAL SOCIETIES				
BUDGET	No. Resp.	Avg.	Med.	75% Earn Above This Amt.	25% Earn Above This Amt.	No. Resp.	Avg.	Med.	75% Earn Above This Amt.	25% Earn Above This Amt.
$200,000 or less	0	—	—	—	—	0	—	—	—	—
$200,001-$300,000	1	*	*	*	*	0	—	—	—	—
$300,001-$500,000	3	*	*	*	*	0	—	—	—	—
$500,001-$750,000	3	*	*	*	*	5	$35,300	$35,000	*	*
$750,001-$1,000,000	6	$32,700	$32,000	*	*	3	*	*	*	*
$1,000,001-$2,500,000	19	46,600	48,000	*	*	7	37,000	35,000	*	*
$2,500,001-$5,000,000	9	47,900	51,700	*	*	11	45,500	43,000	*	*
$5,000,001-$10,000,000	4	*	*	*	*	6	59,600	51,700	*	*
Over $10,000,000	9	78,900	80,000	*	*	3	*	*	*	*
AREA										
New England	1	*	*	*	*	2	*	*	*	*
Middle Atlantic	3	*	*	*	*	6	34,800	35,300	*	*
East North Central	12	47,700	47,000	*	*	7	44,900	46,300	*	*
West North Central	3	*	*	*	*	1	*	*	*	*
South Atlantic	24	58,500	52,700	$40,900	$67,500	6	46,700	48,100	*	*
East South Central	3	*	*	*	*	2	*	*	*	*
West South Central	2	*	*	*	*	5	48,100	44,000	*	*
Mountain	2	*	*	*	*	0	—	—	—	—
Pacific	6	39,100	37,900	*	*	6	51,500	41,500	*	*
SCOPE										
National	29	58,500	50,500	40,400	72,700	12	43,100	41,700	*	*
State/Regional	26	39,600	37,800	29,500	51,000	22	43,400	38,500	$34,500	$47,600
Local	1	*	*	*	*	1	*	*	*	*

*Indicates too few responses to obtain statistically valid information.

TABLE 16 Total Cash Compensation

Position: Chapter Relations Director

Description of Functions: Coordinates the activities of chapters of the association. Facilitates the flow of information between the chapters, and between the chapters and the national (or overall state) association. May conduct orientation programs for chapter officers.

SCOPE	No. Resp.	Avg.	Med.	75% Earn Above This Amt.	25% Earn Above This Amt.
National	44	$29,800	$29,700	$20,000	$36,900
State/Regional	14	26,900	24,000	*	*
Local	2	*	*	*	*
TYPE					
Trade Associations	21	32,300	31,000	22,300	38,300
Professional Societies	39	27,300	23,200	18,000	34,000

	TRADE ASSOCIATIONS					PROFESSIONAL SOCIETIES				
BUDGET	No. Resp.	Avg.	Med.	75% Earn Above This Amt.	25% Earn Above This Amt.	No. Resp.	Avg.	Med.	75% Earn Above This Amt.	25% Earn Above This Amt.
$200,000 or less	0	—	—	—	—	0	—	—	—	—
$200,001-$300,000	2	*	*	*	*	0	—	—	—	—
$300,001-$500,000	1	*	*	*	*	2	*	*	*	*
$500,001-$750,000	1	*	*	*	*	3	*	*	*	*
$750,001-$1,000,000	2	*	*	*	*	1	*	*	*	*
$1,000,001-$2,500,000	6	$28,400	$28,400	*	*	9	$22,200	$20,000	*	*
$2,500,001-$5,000,000	2	*	*	*	*	14	28,700	27,900	*	*
$5,000,001-$10,000,000	6	39,400	39,300	*	*	7	31,500	23,200	*	*
Over $10,000,000	1	*	*	*	*	3	*	*	*	*
AREA										
New England	1	*	*	*	*	1	*	*	*	*
Middle Atlantic	5	$31,400	$31,000	*	*	7	$31,900	$31,400	*	*
East North Central	5	35,200	33,600	*	*	14	27,000	22,900	*	*
West North Central	2	*	*	*	*	0	—	—	—	—
South Atlantic	4	*	*	*	*	7	26,700	26,300	*	*
East South Central	0	—	—	—	—	1	*	*	*	*
West South Central	1	*	*	*	*	3	*	*	*	*
Mountain	0	—	—	—	—	1	*	*	*	*
Pacific	3	*	*	*	*	5	29,800	20,000	*	*
SCOPE										
National	12	36,000	35,500	*	*	32	27,400	23,100	$18,500	$34,100
State/Regional	8	27,500	25,800	*	*	6	26,100	22,500	*	*
Local	1	*	*	*	*	1	*	*	*	*

*Indicates too few responses to obtain statistically valid information.

TABLE 17 Total Cash Compensation
Position: Chief Economist

Description of Functions: Serves as the staff employee in charge of economic analysis and economic research pertaining to association programs and activities. Advises and assists members and member committees on economic factors affecting the nation, the industry, or the profession. Conducts special economic studies. May testify before legislative or regulatory agencies.

SCOPE	No. Resp.	Avg.	Med.	75% Earn Above This Amt.	25% Earn Above This Amt.
National	13	$53,900	$51,000	*	*
State/Regional	13	36,700	34,200	*	*
Local	1	*	*	*	*

TYPE					
Trade Associations	24	45,500	39,500	$31,000	$53,700
Professional Societies	3	*	*	*	*

	TRADE ASSOCIATIONS					PROFESSIONAL SOCIETIES				
BUDGET	No. Resp.	Avg.	Med.	75% Earn Above This Amt.	25% Earn Above This Amt.	No. Resp.	Avg.	Med.	75% Earn Above This Amt.	25% Earn Above This Amt.
$200,000 or less	0	—	—	—	—	0	—	—	—	—
$200,001-$300,000	0	—	—	—	—	0	—	—	—	—
$300,001-$500,000	1	*	*	*	*	0	—	—	—	—
$500,001-$750,000	3	*	*	*	*	1	*	*	*	*
$750,001-$1,000,000	4	*	*	*	*	0	—	—	—	—
$1,000,001-$2,500,000	4	*	*	*	*	0	—	—	—	—
$2,500,001-$5,000,000	5	$49,800	$51,000	*	*	1	*	*	*	*
$5,000,001-$10,000,000	2	*	*	*	*	1	*	*	*	*
Over $10,000,000	5	76,500	88,500	*	*	0	—	—	—	—

AREA										
New England	2	*	*	*	*	0	—	—	—	—
Middle Atlantic	2	*	*	*	*	0	—	—	—	—
East North Central	7	$48,400	$42,300	*	*	2	*	*	*	*
West North Central	1	*	*	*	*	0	—	—	—	—
South Atlantic	7	55,500	51,000	*	*	0	—	—	—	—
East South Central	0	—	—	—	—	0	—	—	—	—
West South Central	2	*	*	*	*	0	—	—	—	—
Mountain	2	*	*	*	*	0	—	—	—	—
Pacific	1	*	*	*	*	1	*	*	*	*

SCOPE										
National	13	53,900	51,000	*	*	0	—	—	—	—
State/Regional	10	34,100	34,500	*	*	3	*	*	*	*
Local	1	*	*	*	*	0	—	—	—	—

*Indicates too few responses to obtain statistically valid information.

TABLE 18 Total Cash Compensation
Position: Communications Director

Description of Functions: Directs all communications activities of the association. This includes public relations, media relations, membership communications, and all association publications. Serves as spokesman for the association second only to the top executive in this role. Supervises Public Relations Director and Editor.

SCOPE	No. Resp.	Avg.	Med.	75% Earn Above This Amt.	25% Earn Above This Amt.
National	148	$35,000	$32,300	$25,400	$42,500
State/Regional	94	27,700	25,200	20,000	34,700
Local	16	24,500	24,000	*	*
TYPE					
Trade Associations	142	33,500	30,000	22,900	40,200
Professional Societies	116	29,400	28,800	22,000	35,200

	TRADE ASSOCIATIONS					PROFESSIONAL SOCIETIES				
BUDGET	No. Resp.	Avg.	Med.	75% Earn Above This Amt.	25% Earn Above This Amt.	No. Resp.	Avg.	Med.	75% Earn Above This Amt.	25% Earn Above This Amt.
$200,000 or less	1	*	*	*	*	2	*	*	*	*
$200,001-$300,000	3	*	*	*	*	2	*	*	*	*
$300,001-$500,000	9	$20,200	$20,000	*	*	9	$21,800	$21,000	*	*
$500,001-$750,000	25	24,900	24,500	$24,900	$30,500	18	23,600	23,000	*	*
$750,001-$1,000,000	8	23,600	23,900	*	*	10	23,700	22,800	*	*
$1,000,001-$2,500,000	51	31,900	30,000	24,900	39,000	33	26,900	26,300	$23,000	$30,000
$2,500,001-$5,000,000	22	42,200	37,900	30,300	49,100	27	36,500	35,100	30,600	41,000
$5,000,001-$10,000,000	9	48,600	47,000	*	*	10	41,400	42,900	*	*
Over $10,000,000	14	50,700	52,000	*	*	5	36,100	33,100	*	*
AREA										
New England	3	*	*	*	*	3	*	*	*	*
Middle Atlantic	16	31,600	30,000	*	*	17	29,700	29,500	*	*
East North Central	27	31,100	28,300	21,000	39,300	35	30,900	30,600	*	*
West North Central	8	28,200	28,400	*	*	9	27,900	29,000	*	*
South Atlantic	58	38,100	33,700	24,900	49,000	25	31,200	31,000	*	*
East South Central	3	*	*	*	*	2	*	*	*	*
West South Central	9	28,000	32,000	*	*	10	26,500	23,500	*	*
Mountain	4	*	*	*	*	2	*	*	*	*
Pacific	14	29,400	30,000	*	*	13	27,900	27,900	*	*
SCOPE										
National	87	37,600	33,300	26,000	45,900	61	31,300	30,100	24,000	38,200
State/Regional	51	27,200	24,000	19,500	33,700	43	28,300	26,000	21,400	35,000
Local	4	*	*	*	*	12	24,400	24,300	*	*

*Indicates too few responses to obtain statistically valid information.

TABLE 19 Total Cash Compensation
Position: Director of Consumer Affairs

Description of Functions: Directs the consumer-related activities of the association. Facilitates communication between consumers and member organizations or members. May conduct a campaign to inform consumers of the availability of association assistance.

SCOPE	No. Resp.	Avg.	Med.	75% Earn Above This Amt.	25% Earn Above This Amt.
National	11	$31,800	$32,500	*	*
State/Regional	5	27,600	25,000	*	*
Local	0	—	—	—	—

TYPE					
Trade Associations	14	30,500	31,700	*	*
Professional Societies	2	*	*	*	*

	TRADE ASSOCIATIONS					PROFESSIONAL SOCIETIES				
BUDGET	No. Resp.	Avg.	Med.	75% Earn Above This Amt.	25% Earn Above This Amt.	No. Resp.	Avg.	Med.	75% Earn Above This Amt.	25% Earn Above This Amt.
$200,000 or less	0	—	—	—	—	0	—	—	—	—
$200,001-$300,000	0	—	—	—	—	0	—	—	—	—
$300,001-$500,000	1	*	*	*	*	0	—	—	—	—
$500,001-$750,000	0	—	—	—	—	1	*	*	*	*
$750,001-$1,000,000	0	—	—	—	—	0	—	—	—	—
$1,000,001-$2,500,000	5	$28,300	$25,000	*	*	0	—	—	—	—
$2,500,001-$5,000,000	3	*	*	*	*	0	—	—	—	—
$5,000,001-$10,000,000	1	*	*	*	*	1	*	*	*	*
Over $10,000,000	4	*	*	*	*	0	—	—	—	—

AREA										
New England	0	—	—	—	—	1	*	*	*	*
Middle Atlantic	2	*	*	*	*	0	—	—	—	—
East North Central	1	*	*	*	*	0	—	—	—	—
West North Central	1	*	*	*	*	0	—	—	—	—
South Atlantic	7	34,900	36,000	*	*	1	*	*	*	*
East South Central	0	—	—	—	—	0	—	—	—	—
West South Central	0	—	—	—	—	0	—	—	—	—
Mountain	1	*	*	*	*	0	—	—	—	—
Pacific	2	*	*	*	*	0	—	—	—	—

SCOPE										
National	11	31,800	32,500	*	*	0	—	—	—	—
State/Regional	3	*	*	*	*	2	*	*	*	*
Local	0	—	—	—	—	0	—	—	—	—

*Indicates too few responses to obtain statistically valid information.

TABLE 20 Total Cash Compensation
Position: Controller

Description of Functions: Directs the financial affairs of the association. Prepares and maintains financial statements, records, and reports. Analyzes effectiveness of association systems and procedures. Assists the Finance Committee of the Board of Directors in review and analysis of association financial matters. May direct the EDP activities of the association.

SCOPE	No. Resp.	Avg.	Med.	75% Earn Above This Amt.	25% Earn Above This Amt.
National	149	$32,700	$32,000	$24,000	$38,600
State/Regional	75	27,500	24,000	19,000	36,000
Local	29	26,400	25,000	18,000	34,200
TYPE					
Trade Associations	125	30,100	28,300	21,200	36,900
Professional Societies	128	30,700	30,500	21,400	38,400

	TRADE ASSOCIATIONS					PROFESSIONAL SOCIETIES				
BUDGET	No. Resp.	Avg.	Med.	75% Earn Above This Amt.	25% Earn Above This Amt.	No. Resp.	Avg.	Med.	75% Earn Above This Amt.	25% Earn Above This Amt.
$200,000 or less	4	*	*	*	*	0	—	—	—	—
$200,001-$300,000	3	*	*	*	*	2	*	*	*	*
$300,001-$500,000	6	$20,400	$20,000	*	*	7	$18,500	$14,500	*	*
$500,001-$750,000	11	23,800	20,500	*	*	13	20,500	19,000	*	*
$750,001-$1,000,000	9	25,733	24,000	*	*	14	25,900	23,800	*	*
$1,000,001-$2,500,000	50	26,800	26,800	$21,700	$30,000	30	24,900	22,500	$18,500	$30,600
$2,500,001-$5,000,000	18	36,300	37,600	*	*	33	34,300	34,500	26,500	40,100
$5,000,001-$10,000,000	13	37,400	38,000	*	*	21	40,500	38,500	34,000	50,200
Over $10,000,000	11	49,600	44,000	*	*	8	45,700	45,500	*	*
AREA										
New England	6	24,200	24,000	*	*	4	*	*	*	*
Middle Atlantic	18	34,900	36,800	*	*	16	34,900	36,300	*	*
East North Central	27	30,200	26,800	22,000	34,500	28	29,300	25,500	19,500	35,600
West North Central	5	31,700	31,000	*	*	6	29,200	24,500	*	*
South Atlantic	41	30,400	30,000	21,100	37,300	39	32,200	32,000	23,100	38,000
East South Central	0	—	—	—	—	2	*	*	*	*
West South Central	9	27,200	24,000	*	*	17	28,600	31,000	*	*
Mountain	8	24,500	25,500	*	*	3	*	*	*	*
Pacific	11	30,300	29,800	*	*	13	29,800	25,300	*	*
SCOPE										
National	69	32,700	30,000	24,000	38,200	80	32,600	33,300	23,900	38,600
State/Regional	47	27,600	27,000	19,000	36,000	28	27,200	22,000	19,000	37,500
Local	9	23,400	22,000	*	*	20	27,600	26,000	19,000	34,500

*Indicates too few responses to obtain statistically valid information.

TABLE 21 Total Cash Compensation

Position: Conventions and Meetings Director

Description of Functions: Manages the association's conventions and other meetings. Books space, hires and directs service contractors, arranges and coordinates all activities at the meeting site. Position does not include responsibility for developing program content.

SCOPE	No. Resp.	Avg.	Med.	75% Earn Above This Amt.	25% Earn Above This Amt.
National	163	$30,300	$28,000	$23,400	$34,400
State/Regional	63	24,900	23,500	18,500	30,000
Local	4	*	*	*	*

TYPE					
Trade Associations	117	28,900	27,500	21,800	32,600
Professional Societies	113	28,600	26,000	21,500	34,400

	TRADE ASSOCIATIONS					PROFESSIONAL SOCIETIES				
BUDGET	No. Resp.	Avg.	Med.	75% Earn Above This Amt.	25% Earn Above This Amt.	No. Resp.	Avg.	Med.	75% Earn Above This Amt.	25% Earn Above This Amt.
$200,000 or less	0	—	—	—	—	0	—	—	—	—
$200,001-$300,000	0	—	—	—	—	1	*	*	*	*
$300,001-$500,000	9	$18,000	$17,000	*	*	1	*	*	*	*
$500,001-$750,000	12	23,200	22,700	*	*	13	$22,900	$21,000	*	*
$750,001-$1,000,000	12	26,400	23,500	*	*	9	23,400	21,500	*	*
$1,000,001-$2,500,000	45	28,400	27,000	22,500	33,100	30	24,900	25,100	$19,300	$29,100
$2,500,001-$5,000,000	18	30,600	30,000	*	*	32	29,600	27,100	24,100	34,300
$5,000,001-$10,000,000	9	37,311	34,400	*	*	21	35,900	34,300	28,100	40,700
Over $10,000,000	12	38,400	34,700	*	*	6	38,400	39,100	*	*

AREA										
New England	3	*	*	*	*	2	*	*	*	*
Middle Atlantic	12	28,600	25,700	*	*	20	30,200	26,700	23,100	36,400
East North Central	19	30,100	29,000	*	*	32	27,900	24,800	19,200	34,600
West North Central	9	24,000	24,000	*	*	6	21,000	21,800	*	*
South Atlantic	45	30,700	28,000	22,500	33,400	32	30,200	27,300	22,100	34,500
East South Central	0	—	—	—	—	0	—	—	—	—
West South Central	5	27,840	28,500	*	*	10	26,600	25,200	*	*
Mountain	10	22,700	23,100	*	*	3	*	*	*	*
Pacific	14	29,800	27,800	*	*	8	30,000	27,700	*	*

SCOPE										
National	78	30,900	28,600	24,200	34,600	85	29,700	27,000	22,200	34,400
State/Regional	37	24,800	22,000	18,300	30,000	26	25,100	24,300	18,900	29,600
Local	2	*	*	*	*	2	*	*	*	*

*Indicates too few responses to obtain statistically valid information.

TABLE 22 Total Cash Compensation
Position: Education Director

Description of Functions: Develops and administers the member and/or public educational programs of the association. Assists members or member committees in development and execution of their educational programs. Maintains liaison with educational institutions. Obtains services of prominent educators to assist in curricula development or presentation of association educational programs, as required.

SCOPE	No. Resp.	Avg.	Med.	75% Earn Above This Amt.	25% Earn Above This Amt.
National	113	$35,700	$34,000	$27,000	$42,200
State/Regional	77	30,300	28,000	24,100	36,000
Local	18	23,700	21,500	*	*
TYPE					
Trade Associations	92	33,300	31,500	25,500	40,000
Professional Societies	116	32,100	29,800	24,000	38,500

	TRADE ASSOCIATIONS					PROFESSIONAL SOCIETIES				
BUDGET	No. Resp.	Avg.	Med.	75% Earn Above This Amt.	25% Earn Above This Amt.	No. Resp.	Avg.	Med.	75% Earn Above This Amt.	25% Earn Above This Amt.
$200,000 or less	0	—	—	—	—	2	*	*	*	*
$200,001-$300,000	2	*	*	*	*	2	*	*	*	*
$300,001-$500,000	2	*	*	*	*	5	$19,300	$17,500	*	*
$500,001-$750,000	7	$24,400	$23,600	*	*	15	25,300	25,600	*	*
$750,001-$1,000,000	10	28,900	26,500	*	*	13	28,000	28,000	*	*
$1,000,001-$2,500,000	43	32,400	30,000	$27,000	$36,000	29	29,000	27,000	$23,000	$36,100
$2,500,001-$5,000,000	11	37,200	39,600	*	*	27	36,500	36,000	28,600	46,100
$5,000,001-$10,000,000	8	41,300	41,600	*	*	16	39,400	38,300	*	*
Over $10,000,000	9	44,000	45,000	*	*	7	48,500	49,600	*	*
AREA										
New England	5	33,000	36,000	*	*	6	23,300	24,000	*	*
Middle Atlantic	13	36,100	30,500	*	*	18	34,100	30,500	*	*
East North Central	19	35,500	39,500	*	*	31	32,700	30,400	24,000	44,000
West North Central	5	29,500	29,600	*	*	9	25,200	25,000	*	*
South Atlantic	29	34,500	34,000	26,100	41,400	27	34,900	33,000	26,000	39,700
East South Central	6	27,400	27,800	*	*	4	*	*	*	*
West South Central	4	*	*	*	*	9	27,700	24,000	*	*
Mountain	4	*	*	*	*	3	*	*	*	*
Pacific	7	30,900	32,400	*	*	9	35,700	36,500	*	*
SCOPE										
National	46	37,100	36,000	28,000	42,500	67	34,700	32,500	26,000	40,800
State/Regional	40	30,600	29,800	24,300	36,000	37	29,900	27,100	24,000	34,800
Local	6	23,100	22,300	*	*	12	24,100	21,000	*	*

*Indicates too few responses to obtain statistically valid information.

TABLE 23 Total Cash Compensation

Position: Field Staff Director

Description of Functions: Supervises the activities of the field staff of the association. May direct the field staff through regional or area managers. Visits field offices and meets with field personnel to maintain maximum program and administrative effectiveness.

SCOPE	No. Resp.	Avg.	Med.	75% Earn Above This Amt.	25% Earn Above This Amt.
National	16	$39,800	$34,500	*	*
State/Regional	30	31,900	29,500	$24,300	$39,900
Local	6	33,000	27,400	*	*

TYPE

Trade Associations	34	38,000	34,900	25,500	47,900
Professional Societies	18	27,700	27,400	*	*

	TRADE ASSOCIATIONS					PROFESSIONAL SOCIETIES				
BUDGET	No. Resp.	Avg.	Med.	75% Earn Above This Amt.	25% Earn Above This Amt.	No. Resp.	Avg.	Med.	75% Earn Above This Amt.	25% Earn Above This Amt.
$200,000 or less	0	—	—	—	—	0	—	—	—	—
$200,001-$300,000	1	*	*	*	*	0	—	—	—	—
$300,001-$500,000	2	*	*	*	*	2	*	*	*	*
$500,001-$750,000	3	*	*	*	*	1	*	*	*	*
$750,001-$1,000,000	5	$26,700	$26,000	*	*	1	*	*	*	*
$1,000,001-$2,500,000	11	37,300	36,000	*	*	7	$31,900	$31,300	*	*
$2,500,001-$5,000,000	7	39,100	35,800	*	*	6	28,300	27,400	*	*
$5,000,001-$10,000,000	2	*	*	*	*	1	*	*	*	*
Over $10,000,000	3	*	*	*	*	0	—	—	—	—

AREA

New England	0	—	—	—	—	0	—	—	—	—
Middle Atlantic	5	42,100	40,800	*	*	1	*	*	*	*
East North Central	7	43,300	35,800	*	*	7	27,700	20,300	*	*
West North Central	6	34,900	28,000	*	*	1	*	*	*	*
South Atlantic	5	43,400	39,000	*	*	3	*	*	*	*
East South Central	2	*	*	*	*	0	—	—	—	—
West South Central	3	*	*	*	*	0	—	—	—	—
Mountain	2	*	*	*	*	0	—	—	—	—
Pacific	4	*	*	*	*	6	28,700	27,400	*	*

SCOPE

National	10	50,100	49,500	*	*	6	22,500	20,200	*	*
State/Regional	23	31,400	28,000	$22,800	$39,800	7	33,400	37,400	*	*
Local	1	*	*	*	*	5	26,000	27,400	*	*

*Indicates too few responses to obtain statistically valid information.

TABLE 24 Total Cash Compensation
Position: Government Relations Officer

Description of Functions: Develops and guides the association's legislative programs. Reviews and keeps informed on state and federal laws and regulations affecting association members and programs. Maintains contacts with legislative and other governmental agencies on matters of association interest. Provides counsel to members on present or pending legislation or regulatory matters.

SCOPE	No. Resp.	Avg.	Med.	75% Earn Above This Amt.	25% Earn Above This Amt.
National	89	$43,700	$39,100	$30,000	$53,800
State/Regional	84	34,500	32,000	25,400	40,200
Local	13	29,400	30,500	*	*

TYPE					
Trade Associations	114	40,974	37,400	29,400	47,075
Professional Societies	72	34,700	32,100	26,000	39,000

	TRADE ASSOCIATIONS					PROFESSIONAL SOCIETIES				
BUDGET	No. Resp.	Avg.	Med.	75% Earn Above This Amt.	25% Earn Above This Amt.	No. Resp.	Avg.	Med.	75% Earn Above This Amt.	25% Earn Above This Amt.
$200,000 or less	1	*	*	*	*	0	—	—	—	—
$200,001-$300,000	5	$27,100	$27,500	*	*	2	*	*	*	*
$300,001-$500,000	9	27,300	25,200	*	*	6	$25,000	$25,000	*	*
$500,001-$750,000	12	30,800	31,200	*	*	10	26,300	25,200	*	*
$750,001-$1,000,000	12	35,800	34,800	*	*	4	*	*	*	*
$1,000,001-$2,500,000	37	38,000	38,000	$29,300	$45,000	17	34,100	32,000	*	*
$2,500,001-$5,000,000	19	48,600	45,000	*	*	20	38,600	36,300	*	*
$5,000,001-$10,000,000	9	54,100	56,200	*	*	10	45,000	37,200	*	*
Over $10,000,000	10	65,700	61,400	*	*	3	*	*	*	*
AREA										
New England	3	*	*	*	*	3	*	*	*	*
Middle Atlantic	12	41,900	36,500	*	*	8	27,800	26,400	*	*
East North Central	20	34,900	31,700	25,000	41,900	15	31,900	31,000	*	*
West North Central	8	35,000	35,700	*	*	3	*	*	*	*
South Atlantic	48	46,200	43,500	31,200	57,200	23	35,200	34,000	$27,500	$43,900
East South Central	5	32,600	31,000	*	*	1	*	*	*	*
West South Central	5	38,900	40,500	*	*	6	43,400	40,800	*	*
Mountain	2	*	*	*	*	1	*	*	*	*
Pacific	11	37,400	39,900	*	*	12	40,300	34,000	*	*
SCOPE										
National	61	46,800	43,000	31,200	58,400	28	36,800	36,000	27,800	45,600
State/Regional	48	34,300	32,100	26,500	41,300	36	34,800	31,700	25,000	37,300
Local	5	33,100	37,500	*	*	8	27,100	26,500	*	*

*Indicates too few responses to obtain statistically valid information.

TABLE 25 Total Cash Compensation
Position: Director of Information

Description of Functions: Develops and administers the association's information activities. Makes recommendations to association members on technical problems, and conducts formal and informal research on issues of concern to association members. Serves as administrator of association's library or information center. Responsible for collection and cataloging of industry information.

SCOPE	No. Resp.	Avg.	Med.	75% Earn Above This Amt.	25% Earn Above This Amt.
National	29	$30,300	$27,000	$20,500	$33,300
State/Regional	11	28,000	25,000	*	*
Local	0	—	—	—	—

TYPE					
Trade Associations	27	29,200	27,000	20,000	37,000
Professional Societies	13	30,800	25,000	*	*

	TRADE ASSOCIATIONS					PROFESSIONAL SOCIETIES				
BUDGET	No. Resp.	Avg.	Med.	75% Earn Above This Amt.	25% Earn Above This Amt.	No. Resp.	Avg.	Med.	75% Earn Above This Amt.	25% Earn Above This Amt.
$200,000 or less	0	—	—	—	—	0	—	—	—	—
$200,001-$300,000	0	—	—	—	—	0	—	—	—	—
$300,001-$500,000	1	*	*	*	*	1	*	*	*	*
$500,001-$750,000	2	*	*	*	*	0	—	—	—	—
$750,001-$1,000,000	3	*	*	*	*	0	—	—	—	—
$1,000,001-$2,500,000	8	$24,700	$23,200	*	*	4	*	*	*	*
$2,500,001-$5,000,000	6	33,500	33,700	*	*	4	*	*	*	*
$5,000,001-$10,000,000	6	33,000	31,800	*	*	3	*	*	*	*
Over $10,000,000	1	*	*	*	*	1	*	*	*	*

AREA										
New England	0	—	—	—	—	0	—	—	—	—
Middle Atlantic	5	28,600	24,500	*	*	4	*	*	*	*
East North Central	8	31,100	29,000	*	*	3	*	*	*	*
West North Central	1	*	*	*	*	0	—	—	—	—
South Atlantic	10	27,500	25,700	*	*	6	$25,100	$24,600	*	*
East South Central	0	—	—	—	—	0	—	—	—	—
West South Central	0	—	—	—	—	0	—	—	—	—
Mountain	3	*	*	*	*	0	—	—	—	—
Pacific	0	—	—	—	—	0	—	—	—	—

SCOPE										
National	17	29,500	27,000	*	*	12	31,400	26,800	*	*
State/Regional	10	28,500	29,000	*	*	1	*	*	*	*
Local	0	—	—	—	—	0	—	—	—	—

*Indicates too few responses to obtain statistically valid information.

TABLE 26 Total Cash Compensation
Position: Marketing Director

Description of Functions: Develops and guides the marketing activities of the association. Provides assistance to members and member committees in developing or expanding markets for the industry. Supervises marketing research and advertising research programs.

SCOPE	No. Resp.	Avg.	Med.	75% Earn Above This Amt.	25% Earn Above This Amt.
National	44	$37,200	$36,300	$28,000	$45,000
State/Regional	17	30,400	28,200	23,800	37,400
Local	7	30,700	29,000	*	*

TYPE					
Trade Associations	44	34,800	33,300	25,000	43,000
Professional Societies	24	34,900	32,900	27,000	42,300

	TRADE ASSOCIATIONS					PROFESSIONAL SOCIETIES				
BUDGET	No. Resp.	Avg.	Med.	75% Earn Above This Amt.	25% Earn Above This Amt.	No. Resp.	Avg.	Med.	75% Earn Above This Amt.	25% Earn Above This Amt.
$200,000 or less	1	*	*	*	*	0	—	—	—	—
$200,001-$300,000	1	*	*	*	*	0	—	—	—	—
$300,001-$500,000	3	*	*	*	*	0	—	—	—	—
$500,001-$750,000	1	*	*	*	*	4	*	*	*	*
$750,001-$1,000,000	1	*	*	*	*	1	*	*	*	*
$1,000,001-$2,500,000	15	$31,300	$32,600	*	*	4	*	*	*	*
$2,500,001-$5,000,000	10	35,600	30,900	*	*	6	$36,000	$35,600	*	*
$5,000,001-$10,000,000	5	37,200	38,700	*	*	8	41,100	38,100	*	*
Over $10,000,000	7	47,400	47,500	*	*	1	*	*	*	*

AREA										
New England	2	*	*	*	*	1	*	*	*	*
Middle Atlantic	4	*	*	*	*	7	36,200	36,100	*	*
East North Central	13	33,600	32,000	*	*	6	36,400	32,300	*	*
West North Central	2	*	*	*	*	2	*	*	*	*
South Atlantic	14	38,600	39,500	*	*	5	32,900	28,200	*	*
East South Central	0	—	—	—	—	1	*	*	*	*
West South Central	2	*	*	*	*	1	*	*	*	*
Mountain	4	*	*	*	*	0	—	—	—	—
Pacific	3	*	*	*	*	1	*	*	*	*

SCOPE										
National	25	39,000	38,700	$30,900	$46,000	19	34,800	35,000	*	*
State/Regional	14	28,900	26,500	*	*	3	*	*	*	*
Local	5	30,700	29,000	*	*	2	*	*	*	*

*Indicates too few responses to obtain statistically valid information.

TABLE 27 Total Cash Compensation
Position: Member Services Director

Description of Functions: Develops and administers the association's programs for member services. Identifies need for new services. Develops content, scope, and cost of new programs for members. Recommends discontinuance of obsolete member services or programs. May also be individually responsible for development, promotion, and/or administration of a particular member service.

SCOPE	No. Resp.	Avg.	Med.	75% Earn Above This Amt.	25% Earn Above This Amt.
National	82	$31,100	$27,800	$21,900	$36,600
State/Regional	33	28,700	25,500	20,000	37,600
Local	5	26,200	27,000	*	*

TYPE					
Trade Associations	63	31,300	28,300	21,500	37,800
Professional Societies	57	29,100	27,000	21,000	35,400

	TRADE ASSOCIATIONS					PROFESSIONAL SOCIETIES				
BUDGET	No. Resp.	Avg.	Med.	75% Earn Above This Amt.	25% Earn Above This Amt.	No. Resp.	Avg.	Med.	75% Earn Above This Amt.	25% Earn Above This Amt.
$200,000 or less	0	—	—	—	—	0	—	—	—	—
$200,001-$300,000	0	—	—	—	—	1	*	*	*	*
$300,001-$500,000	3	*	*	*	*	3	*	*	*	*
$500,001-$750,000	11	$23,700	$20,000	*	*	6	$19,800	$19,100	*	*
$750,001-$1,000,000	6	30,100	30,700	*	*	4	*	*	*	*
$1,000,001-$2,500,000	26	29,600	28,000	$21,800	$35,300	17	26,200	25,000	*	*
$2,500,001-$5,000,000	7	36,200	35,000	*	*	14	34,000	29,500	*	*
$5,000,001-$10,000,000	6	45,600	47,100	*	*	10	33,000	30,500	*	*
Over $10,000,000	4	*	*	*	*	2	*	*	*	*
AREA										
New England	1	*	*	*	*	2	*	*	*	*
Middle Atlantic	8	36,100	35,700	*	*	5	25,900	25,500	*	*
East North Central	10	22,400	21,800	*	*	11	31,100	27,000	*	*
West North Central	10	27,000	25,000	*	*	1	*	*	*	*
South Atlantic	26	35,700	33,400	24,500	42,300	26	29,800	27,200	$24,500	$35,900
East South Central	1	*	*	*	*	1	*	*	*	*
West South Central	3	*	*	*	*	7	26,800	24,400	*	*
Mountain	1	*	*	*	*	2	*	*	*	*
Pacific	3	*	*	*	*	2	*	*	*	*
SCOPE										
National	38	33,100	28,200	22,400	40,000	44	29,400	27,000	21,000	35,000
State/Regional	23	29,300	30,100	20,000	37,800	10	27,500	25,000	*	*
Local	2	*	*	*	*	3	*	*	*	*

*Indicates too few responses to obtain statistically valid information.

TABLE 28 Total Cash Compensation
Position: Membership Director

Description of Functions: Directs and administers the association's programs to attract new members. Encourages and initiates efforts by members and member committees in establishing standards for membership and bringing new members into the association. Initiates special promotional programs to interest new members.

SCOPE	No. Resp.	Avg.	Med.	75% Earn Above This Amt.	25% Earn Above This Amt.
National	74	$29,500	$26,800	$20,700	$33,200
State/Regional	36	24,200	21,500	16,400	33,500
Local	12	22,700	20,700	*	*

TYPE					
Trade Associations	61	30,500	26,500	20,200	36,300
Professional Societies	61	24,000	23,300	17,000	28,700

	TRADE ASSOCIATIONS					PROFESSIONAL SOCIETIES				
BUDGET	No. Resp.	Avg.	Med.	75% Earn Above This Amt.	25% Earn Above This Amt.	No. Resp.	Avg.	Med.	75% Earn Above This Amt.	25% Earn Above This Amt.
$200,000 or less	1	*	*	*	*	0	—	—	—	—
$200,001-$300,000	3	*	*	*	*	1	*	*	*	*
$300,001-$500,000	8	$19,600	$20,000	*	*	8	$15,500	$15,000	*	*
$500,001-$750,000	3	*	*	*	*	6	22,600	21,300	*	*
$750,001-$1,000,000	7	23,800	24,000	*	*	4	*	*	*	*
$1,000,001-$2,500,000	21	27,900	25,500	$21,300	$35,000	15	23,600	23,300	*	*
$2,500,001-$5,000,000	6	38,400	38,300	*	*	15	26,100	27,000	*	*
$5,000,001-$10,000,000	8	43,200	41,400	*	*	10	26,100	27,300	*	*
Over $10,000,000	4	*	*	*	*	2	*	*	*	*
AREA										
New England	2	*	*	*	*	2	*	*	*	*
Middle Atlantic	7	36,500	27,800	*	*	3	*	*	*	*
East North Central	8	30,500	27,500	*	*	14	25,800	24,300	*	*
West North Central	3	*	*	*	*	3	*	*	*	*
South Atlantic	23	33,300	30,700	23,000	43,200	23	24,400	20,900	$17,000	$28,600
East South Central	4	*	*	*	*	0	—	—	—	—
West South Central	3	*	*	*	*	11	22,200	23,300	*	*
Mountain	4	*	*	*	*	3	*	*	*	*
Pacific	7	22,300	20,000	*	*	2	*	*	*	*
SCOPE										
National	32	35,100	30,100	23,100	44,700	42	25,300	25,000	18,000	28,700
State/Regional	23	25,400	22,000	19,300	35,000	13	21,900	17,000	*	*
Local	6	25,600	24,500	*	*	6	19,900	19,500	*	*

*Indicates too few responses to obtain statistically valid information.

TABLE 29 Total Cash Compensation
Position: Personnel Director

Description of Functions: Administers the personnel program for the association's headquarters staff. Maintains current and accurate position descriptions for all association employees, manages the associations' recruiting, selection, and training program, prepares the personnel manual and recommends revisions. Ensures compliance with equal opportunity and affirmative action programs. Administers the compensation program and coordinates the employee performance evaluation process. Promotes employee relations by being accessible for assistance regarding personnel matters as well as consultation on career development and upward mobility.

SCOPE	No. Resp.	Avg.	Med.	75% Earn Above This Amt.	25% Earn Above This Amt.
National	42	$30,500	$30,000	$25,700	$33,300
State/Regional	13	26,100	24,800	*	*
Local	7	24,500	22,500	*	*
TYPE					
Trade Associations	34	30,000	30,000	23,300	34,900
Professional Societies	28	27,700	26,500	22,100	30,900

	TRADE ASSOCIATIONS					PROFESSIONAL SOCIETIES				
BUDGET	No. Resp.	Avg.	Med.	75% Earn Above This Amt.	25% Earn Above This Amt.	No. Resp.	Avg.	Med.	75% Earn Above This Amt.	25% Earn Above This Amt.
$200,000 or less	0	—	—	—	—	0	—	—	—	—
$200,001-$300,000	0	—	—	—	—	0	—	—	—	—
$300,001-$500,000	0	—	—	—	—	0	—	—	—	—
$500,001-$750,000	1	*	*	*	*	2	*	*	*	*
$750,001-$1,000,000	1	*	*	*	*	0	—	—	—	—
$1,000,001-$2,500,000	5	$23,500	$21,000	*	*	4	*	*	*	*
$2,500,001-$5,000,000	6	25,900	26,100	*	*	9	$25,300	$23,000	*	*
$5,000,001-$10,000,000	9	30,500	31,600	*	*	9	26,400	25,500	*	*
Over $10,000,000	12	34,400	30,800	*	*	4	*	*	*	*
AREA										
New England	1	*	*	*	*	1	*	*	*	*
Middle Atlantic	6	32,900	33,800	*	*	5	28,300	30,000	*	*
East North Central	8	30,900	28,800	*	*	7	23,800	23,000	*	*
West North Central	2	*	*	*	*	1	*	*	*	*
South Atlantic	12	30,200	30,000	*	*	9	28,700	26,000	*	*
East South Central	0	—	—	—	—	0	—	—	—	—
West South Central	2	*	*	*	*	2	*	*	*	*
Mountain	2	*	*	*	*	1	*	*	*	*
Pacific	1	*	*	*	*	2	*	*	*	*
SCOPE										
National	23	31,800	30,500	$26,000	$36,400	19	29,000	28,500	*	*
State/Regional	9	27,200	24,800	*	*	4	*	*	*	*
Local	2	*	*	*	*	5	25,900	22,500	*	*

*Indicates too few responses to obtain statistically valid information.

TABLE 30 Total Cash Compensation
Position: Publications Editor

Description of Functions: Edits the association's principal publication(s). Directs the staff responsible for preparation and issuance of periodicals and other publications of the association. This is a more limited position than that of Communications Director.

SCOPE	No. Resp.	Avg.	Med.	75% Earn Above This Amt.	25% Earn Above This Amt.
National	169	$28,600	$25,700	$20,000	$34,500
State/Regional	48	23,100	22,500	17,600	26,200
Local	7	21,600	18,000	*	*

TYPE

Trade Associations	101	26,600	24,000	18,600	30,400
Professional Societies	123	27,700	25,500	20,000	34,300

	TRADE ASSOCIATIONS					PROFESSIONAL SOCIETIES				
BUDGET	No. Resp.	Avg.	Med.	75% Earn Above This Amt.	25% Earn Above This Amt.	No. Resp.	Avg.	Med.	75% Earn Above This Amt.	25% Earn Above This Amt.
$200,000 or less	1	*	*	*	*	0	—	—	—	—
$200,001-$300,000	3	*	*	*	*	1	*	*	*	*
$300,001-$500,000	7	$18,100	$18,000	*	*	4	*	*	*	*
$500,001-$750,000	3	*	*	*	*	16	$19,600	$19,500	*	*
$750,001-$1,000,000	8	25,000	24,300	*	*	10	23,500	20,800	*	*
$1,000,001-$2,500,000	38	22,900	23,000	$18,500	$25,700	34	27,300	25,100	$21,100	$33,900
$2,500,001-$5,000,000	18	24,400	22,500	*	*	35	28,600	26,000	23,000	34,000
$5,000,001-$10,000,000	10	39,900	41,200	*	*	19	37,100	36,300	*	*
Over $10,000,000	13	40,200	33,600	*	*	4	*	*	*	*

AREA

New England	4	*	*	*	*	3	*	*	*	*
Middle Atlantic	17	26,200	25,100	*	*	19	25,000	23,100	*	*
East North Central	14	33,800	26,800	*	*	41	27,900	25,000	20,500	36,200
West North Central	4	*	*	*	*	2	*	*	*	*
South Atlantic	43	25,700	22,000	18,600	31,000	37	30,700	30,500	23,000	37,700
East South Central	3	*	*	*	*	0	—	—	—	—
West South Central	6	29,500	29,500	*	*	11	23,400	24,300	*	*
Mountain	8	19,400	19,500	*	*	3	*	*	*	*
Pacific	2	*	*	*	*	7	24,100	23,000	*	*

SCOPE

National	70	28,500	25,000	20,000	32,000	99	28,700	27,300	21,000	36,000
State/Regional	28	22,500	21,500	17,500	26,200	20	23,900	23,000	17,800	28,800
Local	3	*	*	*	*	4	*	*	*	*

*Indicates too few responses to obtain statistically valid information.

TABLE 31 Total Cash Compensation

Positon: Public Relations Director

Description of Functions: Directs the association's promotion, publicity, and public relations activities. Provides public relations assistance to members and member committees. Develops cooperative public relations programs with related industries and/or associations. Initiates and administers public relations projects for and/or by the association. (Do not confuse with Communications Director of Marketing Director.)

SCOPE	No. Resp.	Avg.	Med.	75% Earn Above This Amt.	25% Earn Above This Amt.
National	46	$32,100	$30,000	$22,800	$42,500
State/Regional	31	26,500	25,000	18,500	33,000
Local	4	*	*	*	*

TYPE					
Trade Associations	45	31,700	30,500	21,600	39,700
Professional Societies	36	27,500	25,500	21,700	32,900

	TRADE ASSOCIATIONS					PROFESSIONAL SOCIETIES				
BUDGET	No. Resp.	Avg.	Med.	75% Earn Above This Amt.	25% Earn Above This Amt.	No. Resp.	Avg.	Med.	75% Earn Above This Amt.	25% Earn Above This Amt.
$200,000 or less	0	—	—	—	—	0	—	—	—	—
$200,001-$300,000	0	—	—	—	—	0	—	—	—	—
$300,001-$500,000	4	*	*	*	*	0	—	—	—	—
$500,001-$750,000	1	*	*	*	*	0	—	—	—	—
$750,001-$1,000,000	5	$29,100	$26,200	*	*	1	*	*	*	*
$1,000,001-$2,500,000	16	30,000	28,800	*	*	12	$23,300	$21,900	*	*
$2,500,001-$5,000,000	7	27,500	21,000	*	*	12	27,100	26,800	*	*
$5,000,001-$10,000,000	5	38,100	39,300	*	*	8	31,100	31,400	*	*
Over $10,000,000	7	43,600	44,500	*	*	3	*	*	*	*
AREA										
New England	2	*	*	*	*	2	*	*	*	*
Middle Atlantic	5	33,400	29,300	*	*	6	26,800	26,500	*	*
East North Central	13	33,100	29,500	*	*	12	27,200	27,000	*	*
West North Central	1	*	*	*	*	0	—	—	—	—
South Atlantic	16	31,300	31,200	*	*	9	29,700	24,900	*	*
East South Central	3	*	*	*	*	0	—	—	—	—
West South Central	2	*	*	*	*	3	*	*	*	
Mountain	1	*	*	*	*	0	—	—	—	—
Pacific	2	*	*	*	*	4	*	*	*	*
SCOPE										
National	25	35,800	32,500	$26,100	$45,000	21	27,800	25,000	$20,900	$34,400
State/Regional	17	25,900	25,000	*	*	14	27,100	28,000	*	*
Local	3	*	*	*	*	1	*	*	*	*

*Indicates too few responses to obtain statistically valid information.

TABLE 32 Total Cash Compensation
Position: Regional Office Manager

Description of Functions: Directs the activities of the association in a designated area or region of the country. Supervises and administers the staff of the regional office. Responsible for regional budget, office administration, and clerical operations. Coordinates and carries out association's program activities in a particular region or area.

SCOPE	No. Resp.	Avg.	Med.	75% Earn Above This Amt.	25% Earn Above This Amt.
National	28	$33,000	$28,500	$25,200	$39,800
State/Regional	20	32,600	36,500	24,500	36,500
Local	2	*	*	*	*

TYPE					
Trade Associations	38	34,200	36,500	26,800	38,600
Professional Societies	12	26,600	25,400	*	*

	TRADE ASSOCIATIONS					PROFESSIONAL SOCIETIES				
BUDGET	No. Resp.	Avg.	Med.	75% Earn Above This Amt.	25% Earn Above This Amt.	No. Resp.	Avg.	Med.	75% Earn Above This Amt.	25% Earn Above This Amt.
$200,000 or less	1	*	*	*	*	1	—	—	—	—
$200,001-$300,000	0	—	—	—	—	0	—	—	—	—
$300,001-$500,000	0	—	—	—	—	0	—	—	—	—
$500,001-$750,000	1	*	*	*	*	1	*	*	*	*
$750,001-$1,000,000	1	*	*	*	*	0	—	—	—	—
$1,000,001-$2,500,000	14	$31,500	$27,900	*	*	3	*	*	*	*
$2,500,001-$5,000,000	13	33,700	36,500	*	*	2	*	*	*	*
$5,000,001-$10,000,000	3	*	*	*	*	6	$33,900	$34,000	*	*
Over $10,000,000	5	38,000	40,600	*	*	0	—	—	—	—
AREA										
New England	0	—	—	—	—	0	—	—	—	—
Middle Atlantic	4	*	*	*	*	5	27,700	26,200	*	*
East North Central	8	30,300	26,800	*	*	4	*	*	*	*
West North Central	3	*	*	*	*	0	—	—	—	—
South Atlantic	6	38,300	36,500	*	*	2	*	*	*	*
East South Central	0	—	—	—	—	0	—	—	—	—
West South Central	1	*	*	*	*	0	—	—	—	—
Mountain	4	*	*	*	*	0	—	—	—	—
Pacific	12	34,800	36,500	*	*	1	*	*	*	*
SCOPE										
National	20	35,000	31,500	$26,800	$41,700	8	27,800	26,000	*	*
State/Regional	17	33,700	36,500	*	*	3	*	*	*	*
Local	1	*	*	*	*	1	*	*	*	*

*Indicates too few responses to obtain statistically valid information.

TABLE 33 Total Cash Compensation
Position: Research Director

Description of Functions: Directs the association's technical research activities. Assists members or member committees in development and execution of their technical research programs. May carry out technical research involving standards and/or product or service specifications. Initiates and administers technical research projects.

SCOPE	No. Resp.	Avg.	Med.	75% Earn Above This Amt.	25% Earn Above This Amt.
National	47	$40,500	$39,200	$30,000	$47,000
State/Regional	19	25,400	22,000	*	*
Local	4	*	*	*	*

TYPE					
Trade Associations	45	37,400	33,000	24,800	48,100
Professional Societies	25	32,500	34,000	21,500	43,500

	TRADE ASSOCIATIONS					PROFESSIONAL SOCIETIES				
BUDGET	No. Resp.	Avg.	Med.	75% Earn Above This Amt.	25% Earn Above This Amt.	No. Resp.	Avg.	Med.	75% Earn Above This Amt.	25% Earn Above This Amt.
$200,000 or less	0	—	—	—	—	1	*	*	*	*
$200,001-$300,000	0	—	—	—	—	1	*	*	*	*
$300,001-$500,000	3	*	*	*	*	1	*	*	*	*
$500,001-$750,000	9	$24,100	$23,400	*	*	0	—	—	—	—
$750,001-$1,000,000	1	*	*	*	*	1	*	*	*	*
$1,000,001-$2,500,000	12	32,600	32,800	*	*	4	*	*	*	*
$2,500,001-$5,000,000	4	*	*	*	*	9	$33,100	$35,700	*	*
$5,000,001-$10,000,000	8	45,200	43,400	*	*	7	41,000	41,900	*	*
Over $10,000,000	8	57,900	55,000	*	*	1	*	*	*	*
AREA										
New England	0	—	—	—	—	1	*	*	*	*
Middle Atlantic	4	*	*	*	*	5	30,900	24,600	*	*
East North Central	9	45,000	42,500	*	*	7	27,800	29,600	*	*
West North Central	5	28,100	32,000	*	*	0	—	—	—	—
South Atlantic	17	41,600	43,000	*	*	9	35,500	37,700	*	*
East South Central	2	*	*	*	*	0	—	—	—	—
West South Central	3	*	*	*	*	1	*	*	*	*
Mountain	2	*	*	*	*	1	*	*	*	*
Pacific	3	*	*	*	*	1	*	*	*	*
SCOPE										
National	27	43,800	42,500	$32,000	$55,000	20	36,000	37,100	$25,900	$45,300
State/Regional	15	26,900	23,800	*	*	4	*	*	*	*
Local	3	*	*	*	*	1	*	*	*	*

*Indicates too few responses to obtain statistically valid information.

TABLE 34 Total Cash Compensation
Position: Technical Director

Description of Functions: Plans and administers the technical activities of the association (other than technical research). Assists members or member committees in development and execution of their technical programs. May be a specialist in one or more of the functional fields within the association's mission.

SCOPE	No. Resp.	Avg.	Med.	75% Earn Above This Amt.	25% Earn Above This Amt.
National	76	$41,300	$41,400	$29,900	$50,400
State/Regional	16	36,000	34,500	*	*
Local	1	*	*	*	*

TYPE					
Trade Associations	59	41,900	42,000	30,100	49,400
Professional Societies	28	37,400	36,000	27,100	46,400

	TRADE ASSOCIATIONS					PROFESSIONAL SOCIETIES				
BUDGET	No. Resp.	Avg.	Med.	75% Earn Above This Amt.	25% Earn Above This Amt.	No. Resp.	Avg.	Med.	75% Earn Above This Amt.	25% Earn Above This Amt.
$200,000 or less	0	—	—	—	—	0	—	—	—	—
$200,001-$300,000	1	*	*	*	*	0	—	—	—	—
$300,001-$500,000	1	*	*	*	*	0	—	—	—	—
$500,001-$750,000	5	$25,100	$25,500	*	*	1	*	*	*	*
$750,001-$1,000,000	6	38,800	42,700	*	*	1	*	*	*	*
$1,000,001-$2,500,000	28	37,200	37,600	30,300	$42,800	7	$30,400	$27,500	*	*
$2,500,001-$5,000,000	8	49,500	48,800	*	*	6	36,700	35,500	*	*
$5,000,001-$10,000,000	4	*	*	*	*	9	40,100	40,800	*	*
Over $10,000,000	6	60,500	56,200	*	*	4	*	*	*	*

AREA										
New England	1	*	*	*	*	2	*	*	*	*
Middle Atlantic	3	*	*	*	*	5	38,100	35,200	*	*
East North Central	11	42,100	42,500	*	*	8	34,200	31,800	*	*
West North Central	2	*	*	*	*	1	*	*	*	*
South Atlantic	32	45,500	43,000	34,200	53,800	9	40,200	43,400	*	*
East South Central	2	*	*	*	*	0	—	—	—	—
West South Central	1	*	*	*	*	2	*	*	*	*
Mountain	1	*	*	*	*	0	—	—	—	—
Pacific	6	39,100	41,400	*	*	1	*	*	*	*

SCOPE										
National	43	44,000	42,000	33,000	51,300	27	37,100	36,000	27,000	$46,800
State/Regional	16	36,000	34,500	*	*	0	—	—	—	—
Local	0	—	—	—	—	1	*	*	*	*

*Indicates too few responses to obtain statistically valid information.

TABLE 35 Total Cash Compensation
Position: Washington Office Head

Description of Functions: For associations with headquarters outside of Washington, D.C., serves as the association's governmental liaison official in Washington. Principal responsibilities are to keep informed on pending regulations and legislation, and to present the association's point of view on behalf of its members. Advises and assists members and member committees on federal regulatory or legislative matters.

SCOPE	No. Resp.	Avg.	Med.	75% Earn Above This Amt.	25% Earn Above This Amt.
National	21	$54,900	$50,000	$33,000	$77,500
State/Regional	2	*	*	*	*
Local	0	—	—	—	—

TYPE					
Trade Associations	15	63,100	59,000	*	*
Professional Societies	8	40,200	42,500	*	*

	TRADE ASSOCIATIONS					PROFESSIONAL SOCIETIES				
BUDGET	No. Resp.	Avg.	Med.	75% Earn Above This Amt.	25% Earn Above This Amt.	No. Resp.	Avg.	Med.	75% Earn Above This Amt.	25% Earn Above This Amt.
$200,000 or less	0	—	—	—	—	0	—	—	—	—
$200,001-$300,000	0	—	—	—	—	0	—	—	—	—
$300,001-$500,000	1	*	*	*	*	0	—	—	—	—
$500,001-$750,000	1	*	*	*	*	1	*	*	*	*
$750,001-$1,000,000	1	*	*	*	*	0	—	—	—	—
$1,000,001-$2,500,000	2	*	*	*	*	1	*	*	*	*
$2,500,001-$5,000,000	2	*	*	*	*	3	*	*	*	*
$5,000,001-$10,000,000	2	*	*	*	*	2	*	*	*	*
Over $10,000,000	6	$74,600	$78,800	*	*	1	*	*	*	*

AREA										
New England	0	—	—	—	—	1	*	*	*	*
Middle Atlantic	3	*	*	*	*	0	—	—	—	—
East North Central	9	68,800	54,000	*	*	5	$37,300	$35,000	*	*
West North Central	0	—	—	—	—	1	*	*	*	*
South Atlantic	1	*	*	*	*	0	—	—	—	—
East South Central	0	—	—	—	—	0	—	—	—	—
West South Central	0	—	—	—	—	1	*	*	*	*
Mountain	2	*	*	*	*	0	—	—	—	—
Pacific	0	—	—	—	—	0	—	—	—	—

SCOPE										
National	13	64,000	59,000	*	*	8	40,200	42,500	*	*
State/Regional	2	*	*	*	*	0	—	—	—	—
Local	0	—	—	—	—	0	—	—	—	—

*Indicates too few responses to obtain statistically valid information.

Section III

Personnel Practices and Fringe Benefits

Observations

The changes in distribution of answers to questions asked in both 1981 and 1983 surveys are attributable at least in part to whatever changes there were in the make-up of the sample. The relationships among associations of various scopes and among the listed alternative responses are similar for both surveys.

Questions new to this survey give additional information to association executives. There is a cash bonus system in less than one-fifth of the reporting associations. Bonuses are based on many criteria, including the following: merit, association budget surplus, performance in department activities, increasing membership, excess of association revenue over annual goal, and others. Bonuses are paid according to various formulae: "in kind," e.g., spouse travel or car allowance; salary levels; and as a means of recognizing good performance after the top of the salary range has been reached.

There were a few changes in the retirement questions in the current survey. Employer cost of the retirement program was broken out to show the cost as a percent of total association payroll and a percent of the payroll of employees covered. There are no clear patterns in these responses among associations by scope of membership. Cost-of-living adjustments for retirees were defined in this survey as "automatic," "ad hoc," or "none." Over two-thirds of the responding associations make no cost-of-living increases for retirees.

In an effort to present the information on medical insurance in a more comprehensive format, we have presented all positive responses without regard to whether coverage was for single plan, family plan, or both. Often, whether or not a person reported the type of plan available depended on marital status. Hospital indemnity insurance was added to the list of medical insurance coverage this year.

A new question on base salary for an entry level clerk was added to this survey. There were only slight variations in the averages and medians, regardless of association characteristics.

Entry Level Clerk—Base Salary

By Type	# of Responses	Average	Median
Trade Associations	525	$10,500	$10,000
Professional Societies	433	10,200	10,000
By Budget			
$200,000 or under	141	10,400	10,000
$200,001–300,000	115	9,800	10,000
$300,001–500,000	154	10,300	10,000
$500,001–750,000	121	10,400	10,000
$750,001–1,000,000	86	10,500	10,000
$1,000,001–2,500,000	193	10,600	10,400
$2,500,001–5,000,000	83	10,300	10,000
$5,000,001–10,000,000	41	10,100	10,000
Over $10,000,000	24	10,100	10,000
By Scope			
National	421	10,800	10,500
State/Regional	405	10,100	10,000
Local	132	9,700	9,600
By Area			
New England	38	10,300	10,000
Middle Atlantic	118	10,000	10,000
East North Central	225	10,200	10,000
West North Central	66	9,700	10,000
South Atlantic	248	10,800	11,000
East South Central	41	9,000	9,000
West South Central	67	10,400	10,000
Mountain	53	9,800	9,600
Pacific	102	11,000	10,800

TABLE 36 Personnel Practices

Analysis of Salary Administration Policies by Association Scope
Position: All Management Personnel

	Total No. of Assns.	% of Total Assns.	National Assns.	% of National Assns.	State/ Regional Assns.	% of State/ Regional Assns.	Local Assns.	% of Local Assns.
Established Salary Structure for Management Personnel:								
Total Respondents	1,129	100%	476	100%	494	100%	159	100%
Salary Grades								
Yes	171	15%	96	20%	59	12%	16	10%
No	877	78%	346	73%	399	81%	132	83%
No Answer	81	7%	34	7%	36	7%	11	7%
Salary Ranges								
Yes	327	29%	177	37%	114	23%	36	23%
No	731	65%	273	57%	345	70%	113	71%
No Answer	71	6%	26	6%	35	7%	10	6%
Types of Salary Increases								
Merit Increases	887	79%	398	84%	365	74%	124	78%
General (across-the-board) Increases	369	33%	139	29%	178	36%	52	33%
Cost-of-Living Increases	448	40%	179	38%	205	42%	64	40%
Length-of-Service Increases	132	12%	51	11%	50	10%	31	20%
Usual Intervals and Timing of Salary Reviews								
Usual Interval								
6 months	47	4%	15	3%	21	4%	11	7%
12 months	966	85%	418	88%	422	86%	126	79%
Other*	6	1%	1	**	4	1%	1	1%
No set interval	33	3%	11	2%	15	3%	7	4%
No Answer	77	7%	31	7%	32	6%	14	9%
Usual Timing								
Anniversary date	261	23%	143	30%	87	18%	31	19%
January 1	293	26%	106	22%	127	26%	60	38%
Fiscal Year	343	31%	123	26%	182	37%	38	24%
Annual Convention	36	3%	23	5%	13	2%	0	0
Other	49	4%	25	5%	19	4%	5	3%
No Answer	147	13%	56	12%	66	13%	25	16%
Cash Bonus System								
For Chief Paid Executive								
Yes	182	16%	69	15%	74	15%	39	25%
No	924	82%	396	83%	409	83%	119	75%
For Second Highest Paid Executive								
Yes	124	11%	51	11%	51	10%	22	14%
No	808	72%	369	78%	335	68%	104	65%
For Department Head								
Yes	116	10%	51	11%	49	10%	16	10%
No	776	69%	360	76%	319	65%	97	61%

*Timed to coincide with beginning of association's fiscal year or annual convention.
**Less than 1%

TABLE 37 Personnel Practices

Analysis of Employment Contracts by Association Scope
Position: Chief Paid Executive, Deputy Chief Paid Executive

	Total No. of Assns.	% of Total Assns.	National Assns.	% of National Assns.	State/ Regional Assns.	% of State/ Regional Assns.	Local Assns.	% of Local Assns.
Chief Paid Executive								
Total Respondents	1,129	100%	476	100%	494	100%	159	100%
Type of Contract								
Formal Contract	330	29%	171	36%	122	25%	37	23%
Letter of Agreement	143	13%	71	15%	54	11%	18	11%
Retained by Resolution of the Board	350	31%	128	27%	173	35%	49	31%
Verbal Arrangement Only	297	26%	100	21%	142	29%	55	35%
Other	6	1%	5	1%	1	**	0	0
Term of Contract								
1 Year	90	8%	44	9%	28	6%	18	11%
2 Years	51	5%	26	5%	18	4%	7	4%
3-4 Years	121	11%	69	15%	39	8%	13	8%
5 Years	47	4%	27	6%	16	3%	4	3%
Over 5 Years	7	1%	4	1%	3	1%	0	0
Continuous Contract	37	3%	15	3%	20	4%	2	1%
Deputy Chief Paid Executive								
Total Respondents	812	100%	371	100%	343	100%	98	100%
Type of Contract								
Formal Contract	46	6%	22	6%	18	5%	6	6%
Letter of Agreement	92	11%	52	14%	33	10%	7	7%
Retained by Resolution of the Board	106	13%	47	13%	49	14%	10	10%
Verbal Arrangement Only	551	68%	240	64%	238	69%	73	75%
Other	17	2%	10	3%	5	2%	2	2%
Term of Contract								
1 Year	36	4%	23	6%	9	3%	4	4%
2 Years	5	1%	4	1%	1	**	0	**
3 Years	17	2%	6	2%	8	2%	3	3%
4-5 Years	1	**	1	**	0	**	0	**
Over 5 Years	0	**	0	**	0	**	0	**
Continuous Contract	10	1%	6	2%	4	1%	0	**

**Less than 1%

TABLE 37 Personnel Practices

Continued

Analysis of Employment Contracts by Association Scope
Position: Chief Paid Executive, Deputy Chief Paid Executive

	Total No. of Assns.	% of Total Assns.	National Assns.	% of National Assns.	State/ Regional Assns.	% of State/ Regional Assns.	Local Assns.	% of Local Assns.
Contract clause allowing association to terminate before the specified number of years								
Chief Paid Executive								
Yes	251	22%	127	27%	95	19%	29	18%
No	129	11%	71	15%	40	8%	18	11%
Deputy Chief Executive								
Yes	41	5%	20	5%	14	4%	7	7%
No	51	6%	24	6%	22	6%	5	5%
Length of notice to be given								
Chief Paid Executive								
1 month	42	4%	17	4%	16	3%	9	6%
2 months	36	3%	11	2%	19	4%	6	4%
3 months	83	7%	40	8%	34	7%	9	6%
4 months	9	1%	6	1%	3	1%	0	**
6 months	80	7%	52	11%	20	4%	8	5%
9-11 months	1	**	1	**	0	**	0	**
12 months	24	2%	15	3%	9	2%	0	**
Deputy Chief Executive								
1 month	21	3%	8	2%	8	2%	5	5%
2 months	5	1%	2	1%	2	1%	1	1%
3 months	12	1%	8	2%	3	1%	1	1%
4 months	3	**	2	1%	1	**	0	**
6 months	7	1%	5	1%	2	1%	0	**

**Less than 1%

TABLE 38 Personnel Practices

Analysis of Employment Experience by Association Scope
Position: Chief Paid Executive, Deputy Chief Paid Executive

	Total No. of Assns.	% of Total Assns.	National Assns.	% of National Assns.	State/ Regional Assns.	% of State/ Regional Assns.	Local Assns.	% of Local Assns.
Chief Paid Executive Total Respondents	1,129	100%	476	100%	494	100%	159	100%
Number of years in present position								
1*-2	183	16%	92	19%	71	14%	20	13%
3-5	277	25%	114	24%	115	23%	48	30%
6-9	210	19%	80	17%	101	20%	29	18%
10-14	233	21%	96	20%	112	23%	25	16%
15-19	94	8%	37	8%	43	9%	14	9%
20-29	104	9%	43	9%	43	9%	18	11%
30 or more	13	1%	5	1%	6	1%	2	1%
No Answer	15	1%	9	2%	3	1%	3	2%
Previous Position								
Current Association (different capacity)	222	20%	108	23%	95	19%	19	12%
Another Association	388	34%	155	33%	172	35%	61	38%
Government	104	9%	34	7%	58	12%	12	8%
Military	25	2%	13	3%	7	1%	5	3%
Private Industry	253	22%	103	22%	108	22%	42	26%
Self-employed Professional	41	4%	16	3%	16	3%	9	6%
Educational Institution	80	7%	39	8%	34	7%	7	4%
Other	12	1%	6	1%	3	1%	3	2%
No Answer	4	**	2	**	1	**	1	1%
Deputy Chief Executive Total Respondents	812	100%	371	100%	343	100%	98	100%
Number of years in present position								
1*-2	238	29%	100	27%	109	32%	29	30%
3-5	222	27%	90	24%	101	30%	31	32%
6-9	153	19%	71	19%	65	19%	17	17%
10-14	108	13%	61	16%	36	10%	11	11%
15-19	43	5%	21	6%	16	5%	6	6%
20-29	37	5%	21	6%	14	4%	2	2%
30 or more	3	**	-	1%	1	**	0	0
No Answer	8	1%	5	1%	1	**	2	2%
Previous Position								
Current Association (different capacity)	145	18%	76	20%	54	16%	15	16%
Another Association	141	17%	77	21%	50	15%	14	14%
Government	92	11%	25	7%	58	17%	9	9%
Military	14	2%	4	1%	7	2%	3	3%
Private Industry	281	34%	127	34%	111	32%	43	44%
Self-employed Professional	30	4%	12	3%	14	4%	4	4%
Educational Institution	79	10%	39	11%	35	10%	5	5%
Other	25	3%	11	3%	9	3%	5	5%
No Answer	5	1%	0	**	5	1%	0	**

*Includes less than one year.
**Less than 1%

TABLE 39 Fringe Benefits

Analysis of Retirement Benefits by Association Scope
Position: All Management Personnel

	Total No. of Assns.	% of Total Assns.	National Assns.	% of National Assns.	State/ Regional Assns.	% of State/ Regional Assns.	Local Assns.	% of Local Assns.
Total Respondents	1,129	100%	476	100%	494	100%	159	100%
Types of Retirement Plans*								
IRS Qualified Retirement Plan(s)	518	46%	248	52%	210	43%	60	38%
IRS Qual. & Deferred Comp. Plan	80	7%	37	8%	32	6%	11	7%
Deferred Compensation Plan(s)	82	7%	33	7%	38	8%	11	7%
Individual Retirement Acct. (IRA)	115	10%	34	7%	58	12%	23	14%
Tax Sheltered Annuity (TSA)	94	8%	52	11%	28	6%	14	9%
Other	60	5%	20	4%	29	6%	11	7%
None (no plan)	195	17%	63	13%	99	20%	33	21%
No Answer	18	2%	8	2%	8	2%	2	1%
Plan is:								
Defined Benefit Plan	347	37%	178	43%	133	34%	36	28%
Defined Contribution Plan	429	46%	179	43%	181	46%	69	55%
No Answer	158	17%	56	14%	81	20%	21	17%
Eligibility								
At age:								
21 and below	35	4%	11	3%	16	4%	8	6%
22-24	47	5%	22	5%	22	6%	3	2%
25	176	19%	98	24%	60	15%	18	14%
26-30	8	1%	6	1%	2	1%	0	**
And/or after:								
1 year's employment	249	27%	128	31%	95	24%	26	21%
2 years' employment	21	2%	9	2%	10	3%	2	2%
3 years' employment	58	6%	25	6%	22	6%	11	9%
4-5 years' employment	23	2%	14	3%	6	2%	3	2%
Vesting								
100% immediate	196	21%	87	21%	73	18%	36	29%
Graded 100% in:								
Less than 10 years	129	14%	57	14%	56	14%	16	13%
10 years	177	19%	91	22%	72	18%	14	11%
11-15 years	97	10%	48	12%	36	9%	13	10%
Cliff vesting: 100% after 10 yrs.	160	17%	66	16%	74	19%	20	16%
Other	13	1%	9	2%	4	1%	0	**
No Answer	358	38%	119	29%	178	45%	61	48%

*Adds to more than 1,129 because of multiple plans.
**Less than 1%

TABLE 39 Fringe Benefits

Continued

Analysis of Retirement Benefits by Association Scope
Position: All Management Personnel

	Total No. of Assns.	% of Total Assns.	National Assns.	% of National Assns.	State/ Regional Assns.	% of State/ Regional Assns.	Local Assns.	% of Local Assns.
Retirement age								
Normal retirement at:								
Under 62	24	3%	9	2%	12	3%	3	2%
62	16	2%	6	1%	6	2%	4	3%
65	654	70%	318	77%	253	65%	78	62%
70	11	1%	4	1%	5	1%	2	2%
Other ages	2	**	1	**	1	**	0	**
Early retirement at:								
Under 55	14	2%	6	1%	6	2%	2	2%
55	240	26%	132	32%	82	21%	26	21%
60	58	6%	26	6%	28	7%	4	3%
62	83	9%	38	9%	34	9%	11	9%
Other ages	22	2%	8	2%	7	2%	7	6%
Length of Service Requirement								
Maximum Benefit:								
Years of Service								
Under 10	48	5%	21	5%	22	6%	5	4%
10	157	17%	75	18%	67	17%	15	12%
11-15	75	8%	41	10%	28	7%	6	5%
20	53	6%	29	7%	20	5%	4	3%
25	14	2%	8	2%	5	1%	1	1%
Over 25	42	5%	22	5%	17	4%	3	2%
Early Retirement								
Years of Service								
Under 10	45	5%	23	6%	16	4%	6	5%
10	149	16%	80	19%	56	14%	13	10%
11-15	32	3%	19	5%	10	3%	3	2%
Over 15	30	3%	12	3%	16	4%	2	2%
Minimum Benefit								
Years of Service								
5 or less	146	16%	78	19%	54	14%	14	11%
6-10	60	6%	29	7%	26	7%	5	4%
Over 10	6	1%	5	1%	1	**	0	**
Benefit reduction for early retirement								
Yes	438	47%	221	54%	173	44%	44	36%
No	231	25%	93	22%	97	24%	41	32%
No Answer	265	28%	99	24%	125	32%	41	32%
Funding and Payment								
Percent of retirement program cost paid by the association								
50% or less	18	2%	11	3%	5	1%	2	2%
51-99%	52	6%	31	8%	19	5%	2	2%
100%	677	72%	303	73%	287	73%	87	69%

**Less than 1%

TABLE 39
Continued

Fringe Benefits
Analysis of Retirement Benefits by Association Scope
Position: All Management Personnel

	Total No. of Assns.	% of Total Assns.	National Assns.	% of National Assns.	State/ Regional Assns.	% of State/ Regional Assns.	Local Assns.	% of Local Assns.
Employer cost of program as % of total association payroll								
3% or less	67	7%	35	8%	19	5%	13	10%
4-5%	86	9%	40	10%	36	9%	10	8%
6-7%	92	10%	48	12%	39	10%	5	4%
8-9%	81	9%	43	10%	32	8%	6	5%
10%	80	9%	30	7%	43	11%	7	6%
11-15%	84	9%	38	9%	33	8%	13	10%
Over 15%	29	3%	14	3%	13	3%	2	2%
Employer cost of program as % of payroll of employees covered								
6% or less	104	11%	47	11%	40	10%	17	13%
7-9%	127	14%	72	17%	44	11%	11	9%
10%	105	11%	47	11%	46	12%	12	10%
11-14%	73	8%	30	7%	31	8%	12	10%
Over 14%	80	9%	41	10%	34	9%	5	4%
Retirement benefit adjusted automatically for cost-of-living increases for retirees	40	4%	19	5%	18	5%	3	2%
Retirement benefit adjusted on an ad hoc basis for cost-of-living increases for retirees	39	4%	17	4%	18	5%	4	3%
No cost-of-living increases are currently made for retirees	644	69%	305	74%	259	66%	80	63%
Retirement benefit integrated with social security benefit								
Yes	326	35%	155	38%	133	33%	38	30%
No	468	50%	211	51%	196	50%	61	48%
No Answer	140	15%	47	11%	66	17%	27	22%
Pre-retirement spouse's benefit								
Yes	190	20%	97	23%	77	19%	16	13%
No	578	62%	255	62%	240	61%	83	66%
No Answer	166	18%	61	15%	78	20%	27	21%
If yes, is it:								
Contributory	15	8%	10	10%	3	4%	2	13%
Funded by the association	159	84%	78	81%	69	90%	12	76%
No Answer	16	8%	9	9%	5	6%	2	13%
Employees can make additional voluntary contributions to the plan								
Yes	455	49%	221	54%	178	45%	56	44%
No	352	38%	150	36%	153	39%	49	39%
No Answer	127	13%	42	10%	64	16%	21	17%

**Less than 1%

TABLE 40 Fringe Benefits

Analysis of Life & Accident Insurance by Association Scope
Position: All Management Personnel

	Total No. of Assns.	% of Total Assns.	National Assns.	% of National Assns.	State/ Regional Assns.	% of State/ Regional Assns.	Local Assns.	% of Local Assns.
Total Respondents	1,129	100%	476	100%	494	100%	159	100%
Basic Life Insurance Coverage								
Yes	967	86%	423	89%	415	84%	129	81%
No	152	13%	46	10%	76	15%	30	19%
No Answer	10	1%	7	1%	3	1%	0	0
Maximum amount								
Under $50,000	371	38%	141	33%	166	40%	64	50%
$50,000 or above	572	58%	271	64%	239	58%	62	48%
No Answer	24	2%	11	3%	10	2%	3	2%
Schedule is determined by								
Salary	495	51%	235	56%	206	50%	54	42%
Job classification	220	23%	85	20%	104	25%	31	24%
Both	101	11%	52	12%	39	9%	10	8%
Other	120	12%	43	10%	50	12%	27	21%
No Answer	31	3%	8	2%	16	4%	7	5%
If by salary, amount is								
Under 2 times salary	310	52%	141	49%	133	54%	36	56%
2 times salary or more	271	45%	135	47%	110	45%	26	41%
No Answer	15	3%	11	4%	2	1%	2	3%
% of premium paid by association								
100%	910	94%	395	93%	394	95%	121	94%
Under 100%	27	3%	15	4%	9	2%	3	2%
No Answer	30	3%	13	3%	12	3%	5	4%
Accidental Death and Dismemberment Coverage								
Yes	822	73%	369	77%	351	71%	102	64%
No	282	25%	93	20%	135	27%	54	34%
No Answer	25	2%	14	3%	8	2%	3	2%
If yes, is it included in life insurance policy								
Yes	548	67%	251	68%	226	64%	71	70%
No	226	27%	95	26%	107	31%	24	23%
No Answer	48	6%	23	6%	18	5%	7	7%
Maximum coverage is								
Under $100,000	395	48%	158	43%	182	52%	55	54%
$100,000-$150,000	239	29%	112	30%	100	28%	27	26%
Over $150,000	143	17%	83	23%	44	13%	16	16%
No Answer	45	6%	16	4%	25	7%	4	4%
% of premium paid by association								
100%	748	91%	331	90%	325	93%	92	90%
Under 100%	30	4%	13	3%	12	3%	5	5%
No Answer	44	5%	25	7%	14	4%	5	5%
Association provides travel accident coverage								
Yes	666	59%	327	69%	268	54%	71	45%
No	442	39%	139	29%	218	44%	85	53%
No Answer	21	2%	10	2%	8	2%	3	2%

**Less than 1%

TABLE 41 Fringe Benefits

Analysis of Long-Term Disability Insurance by Association Scope
Position: All Management Personnel

	Total No. of Assns.	% of Total Assns.	National Assns.	% of National Assns.	State/ Regional Assns.	% of State/ Regional Assns.	Local Assns.	% of Local Assns.
Total Respondents	1,129	100%	476	100%	494	100%	159	100%
Association provides a long-term disability plan								
Yes	755	67%	334	70%	324	66%	97	61%
No	352	31%	134	28%	158	32%	60	38%
No Answer	22	2%	8	2%	12	2%	2	1%
If yes, after total disability, benefits commence in								
30 days or less	198	26%	69	21%	96	30%	33	34%
60 days	120	16%	52	15%	53	16%	15	15%
90 days	249	33%	107	32%	115	35%	27	28%
Over 90 days	157	21%	92	28%	47	15%	18	19%
Other	14	2%	8	2%	4	1%	2	2%
No Answer	17	2%	6	2%	9	3%	2	2%
Duration of the payments for accidents is								
Less than five years	83	11%	33	10%	31	10%	19	20%
5-10 years	68	9%	25	7%	31	10%	12	12%
Over 10 years	15	2%	2	1%	12	3%	1	1%
To age 65*	357	47%	177	53%	143	44%	37	38%
For life	189	25%	79	24%	90	28%	20	21%
No Answer	43	6%	18	5%	17	5%	8	8%
Duration of the payments for illness is								
Less than five years	93	12%	34	10%	39	12%	20	21%
5-10 years	72	10%	25	7%	32	10%	15	15%
Over 10 years	12	2%	2	1%	9	3%	1	1%
To age 65*	342	45%	177	53%	131	40%	34	35%
For life	137	18%	56	17%	64	20%	17	18%
No Answer	99	13%	40	12%	49	15%	10	10%
Payments are integrated with Social Security								
Yes	335	44%	152	46%	143	44%	40	41%
No	388	52%	168	50%	169	52%	51	53%
No Answer	32	4%	14	4%	12	4%	6	6%
Benefits as % of salary								
Over 60%	213	28%	75	22%	109	34%	29	30%
50%-60%	352	47%	176	53%	133	41%	43	43%
Less than 50%	131	17%	60	18%	58	18%	13	14%
No Answer	59	8%	23	7%	24	7%	12	12%
% of premium paid by association								
100%	701	93%	306	91%	302	93%	93	96%
Less than 100%	36	5%	19	6%	15	5%	2	2%
No Answer	18	2%	9	3%	7	2%	2	2%

*Occasionally reported to age 70
**Less than 1%

TABLE 42 Fringe Benefits

Analysis of Medical Insurance by Association Scope
Position: All Management Personnel

	Total No. of Assns.	% of Total Assns.	National Assns.	% of National Assns.	State/ Regional Assns.	% of State/ Regional Assns.	Local Assns.	% of Local Assns.
Total Respondents	1,129	100%	476	100%	494	100%	159	100%
Association provides medical insurance								
Yes	1,076	95%	455	96%	474	96%	147	92%
No	48	4%	19	4%	17	3%	12	8%
No Answer	5	1%	2	**	3	1%	0	**
If yes, types of coverage								
Basic Hospitalization/Surgical	856	80%	378	83%	368	78%	110	75%
Major Medical	999	93%	424	93%	442	93%	133	90%
Health Maintenance Organization	134	12%	63	14%	51	11%	20	14%
Direct medical expense payments	118	11%	50	11%	50	11%	18	12%
Dental Insurance	459	43%	215	47%	180	38%	64	44%
Hospital Indemnity Insurance	53	5%	20	4%	28	6%	5	3%
% of total medical insurance cost paid by the association								
Single plan								
100%	608	57%	272	60%	256	54%	80	54%
51%-99%	51	5%	34	7%	15	3%	2	1%
50%	11	1%	7	2%	2	**	2	1%
Below 50%	3	**	2	**	0	**	1	1%
Family plan								
100%	601	56%	227	50%	293	62%	81	55%
51%-99%	109	10%	73	16%	28	6%	8	5%
50%	28	3%	17	4%	8	2%	3	2%
Below 50%	90	8%	41	9%	35	7%	14	10%

**Less than 1%

TABLE 43 Fringe Benefits

Analysis of Miscellaneous Business Expenses by Association Scope

Position: Chief Paid Executive, Deputy Chief Paid Executive

	Total No. of Assns.	% of Total Assns.	National Assns.	% of National Assns.	State/ Regional Assns.	% of State/ Regional Assns.	Local Assns.	% of Local Assns.
Chief Paid Executive								
Total Respondents	1,129	100%	476	100%	494	100%	159	100%
Car or Car Allowance	851	75%	286	60%	433	88%	132	83%
Country/Residential Club Membership	211	19%	88	18%	102	21%	21	13%
In-town Club Membership	365	32%	153	32%	173	35%	39	25%
Spouse's Travel Expenses	546	48%	237	50%	242	49%	67	42%
Association Dues Paid	996	88%	412	87%	437	88%	147	92%
Liability Insurance	559	50%	229	48%	251	51%	79	50%
None offered	33	3%	25	5%	8	2%	0	**
Deputy Chief Paid Executive								
Total Respondents	812	100%	371	100%	343	100%	98	100%
Car or Car Allowance	352	43%	98	26%	204	59%	50	51%
Country/Residential Club Membership	40	5%	16	4%	21	6%	3	3%
In-town Club Membership	104	13%	56	15%	40	12%	8	8%
Spouse's Travel Expenses	145	18%	70	19%	64	19%	11	11%
Association Dues Paid	467	58%	228	61%	199	58%	40	41%
Liability Insurance	290	36%	132	36%	130	38%	28	29%
None offered	15	2%	13	4%	2	1%	0	**

**Less than 1%

Section IV

Characteristics of the Sample

TABLE 44 Characteristics of Sample
Analysis of Associations by Budget Classifications

Association Budget	Number of Associations	$200,000 or Under	$200,001-$300,000	$300,001-$500,000	$500,001-$750,000	$750,001-$1,000,000	$1,000,001-$2,500,000	$2,500,001-$5,000,000	$5,000,001-$10,000,000	Over $10,000,000
Type of Association										
TRADE ASSOCIATIONS—Total	640	133	88	108	74	49	116	36	18	18
Manufacturing	121	19	12	20	17	7	31	6	5	4
Agricultural or Food Processing	53	9	5	12	5	3	10	6	1	2
Financial or Banking	53	2	4	8	4	7	18	6	1	3
Insurance	12	0	0	4	4	1	1	0	2	0
Health Care	48	12	6	8	3	6	8	2	3	0
Construction	101	38	25	16	6	2	9	3	1	1
Transportation	17	2	4	2	3	0	3	1	1	1
Wholesale or Retail	87	28	11	11	12	9	10	2	1	3
Service Industries	121	22	17	23	14	13	19	8	2	3
Other	27	1	4	4	6	1	7	2	1	1
PROFESSIONAL SOCIETIES—Total	489	79	53	75	59	42	89	56	28	8
Legal	26	1	3	5	3	1	6	5	1	1
Medical	126	24	16	23	11	12	17	14	8	1
Pharmacy	11	5	3	2	1	0	0	0	0	0
Educational	63	11	6	11	11	5	7	7	4	1
Business	65	6	8	5	10	10	17	6	2	1
Insurance	19	9	2	5	0	0	1	2	0	0
Real Estate	42	5	4	10	8	2	9	2	2	0
Technical	76	11	5	5	7	6	16	11	11	4
Fraternal or Recreational	56	6	5	8	8	5	16	8	0	0
Other	5	1	1	1	0	1	0	1	0	0
TOTAL RESPONSES	1,129	212	141	183	133	91	205	92	46	26

TABLE 45 Characteristics of Sample
Analysis of Associations by Geographic Location

Geographic Areas	Number of Associations	New England	Middle Atlantic	East North Central	West North Central	South Atlantic	East South Central	West South Central	Mountain	Pacific
Type of Association										
TRADE ASSOCIATIONS—Total	640	34	76	136	45	182	28	38	31	70
Manufacturing	121	4	20	22	4	50	2	5	3	11
Agricultural or Food Processing	53	1	5	8	9	15	2	3	3	7
Financial or Banking	53	4	5	11	8	14	3	1	1	6
Insurance	12	1	0	5	0	5	0	0	0	1
Health Care	48	2	6	13	2	10	4	4	2	5
Construction	101	5	13	21	6	19	7	7	5	18
Transportation	17	1	1	6	0	6	1	2	0	0
Wholesale or Retail	87	3	7	20	6	24	3	5	9	10
Service Industries	121	12	16	24	7	32	4	8	8	10
Other	27	1	3	6	3	7	2	3	0	2
PROFESSIONAL SOCIETIES—Total	489	13	57	127	35	108	21	40	32	56
Legal	26	1	3	8	2	2	2	2	0	6
Medical	126	0	12	33	9	24	4	10	11	23
Pharmacy	11	1	0	1	4	1	2	2	0	0
Educational	63	1	11	14	3	22	1	3	2	6
Business	65	3	15	21	4	10	2	5	3	2
Insurance	19	0	0	5	2	2	4	1	2	3
Real Estate	42	3	2	8	3	8	4	3	5	6
Technical	76	4	8	18	2	25	1	9	3	6
Fraternal or Recreational	56	0	5	17	6	13	1	5	6	3
Other	5	0	1	2	0	1	0	0	0	1
TOTAL RESPONSES	1,129	47	133	263	80	290	49	78	63	126
Scope of Association										
National	476	8	67	126	18	198	3	20	19	17
State/Regional	494	36	47	99	52	73	38	42	34	73
Local	159	3	19	38	10	19	8	16	10	36
TOTAL RESPONSES	1,129	47	133	263	80	290	49	78	63	126

TABLE 46 Characteristics of Sample

Analysis of Associations by Size of Staff

Staff Size Type of Association	Total Associations	1-2	3	4	5	6-7	8-9	10-14	15-19	20-29	30-49	50-100	101 and over	Not Reported
TRADE ASSOCIATIONS—Total	640	109	68	68	54	58	46	64	35	44	29	28	20	17
Manufacturing	121	19	13	10	8	9	14	15	10	7	5	5	5	1
Agricultural or Food Processing	53	4	8	7	6	7	3	3	2	5	4	2	1	1
Financial or Banking	53	3	3	4	4	3	3	6	3	8	6	6	4	0
Insurance	12	0	1	1	1	2	4	2	0	0	0	1	0	0
Health Care	48	7	2	6	6	3	3	1	4	3	7	2	1	3
Construction	101	34	15	10	9	10	4	5	5	2	0	3	1	3
Transportation	17	1	3	2	2	2	1	2	1	1	0	0	2	0
Wholesale or Retail	87	20	10	12	8	6	6	6	5	5	1	2	1	5
Service Industries	121	20	12	15	8	14	6	20	2	7	4	6	3	4
Other	27	1	1	1	2	2	2	4	3	6	2	1	2	0
PROFESSIONAL SOCIETIES—Total	489	55	50	44	33	43	37	58	37	28	44	40	12	8
Legal	26	1	3	0	1	2	6	1	1	3	4	2	2	0
Medical	126	14	13	16	10	11	5	14	10	6	12	11	3	1
Pharmacy	11	2	5	0	1	1	0	2	0	0	0	0	0	0
Educational	63	6	7	6	8	3	4	7	3	5	5	6	2	1
Business	65	9	7	4	6	5	10	7	7	4	4	2	0	0
Insurance	19	7	2	3	0	2	1	1	0	0	2	0	0	1
Real Estate	42	6	4	3	2	5	7	6	2	1	2	2	0	2
Technical	76	5	5	10	3	5	2	7	5	4	10	13	4	3
Fraternal or Recreational	56	3	4	1	2	8	2	13	8	5	5	4	1	0
Other	5	2	0	1	0	1	0	0	1	0	0	0	0	0
TOTAL RESPONSES	1,129	164	118	112	87	101	83	122	72	72	73	68	32	25

TABLE 47 Characteristics of Sample
Analysis of Associations by Scope

Type of Association	Total Associations	National Associations	State/Regional Associations	Local Associations
TRADE ASSOCIATIONS—Total	640	252	305	83
Manufacturing	121	90	27	4
Agricultural or Food Processing	53	25	28	0
Financial or Banking	53	15	34	4
Insurance	12	6	6	0
Health Care	48	10	33	5
Construction	101	10	44	47
Transportation	17	9	8	0
Wholesale or Retail	87	28	54	5
Service Industries	121	51	58	12
Other	27	8	13	6
PROFESSIONAL SOCIETIES—Total	489	224	189	76
Legal	26	4	18	4
Medical	126	42	60	24
Pharmacy	11	0	11	0
Educational	63	37	22	4
Business	65	36	23	6
Insurance	19	3	13	3
Real Estate	42	3	8	31
Technical	76	58	16	2
Fraternal or Recreational	56	38	16	2
Other	5	3	2	0
TOTAL RESPONSES	1,129	476	494	159